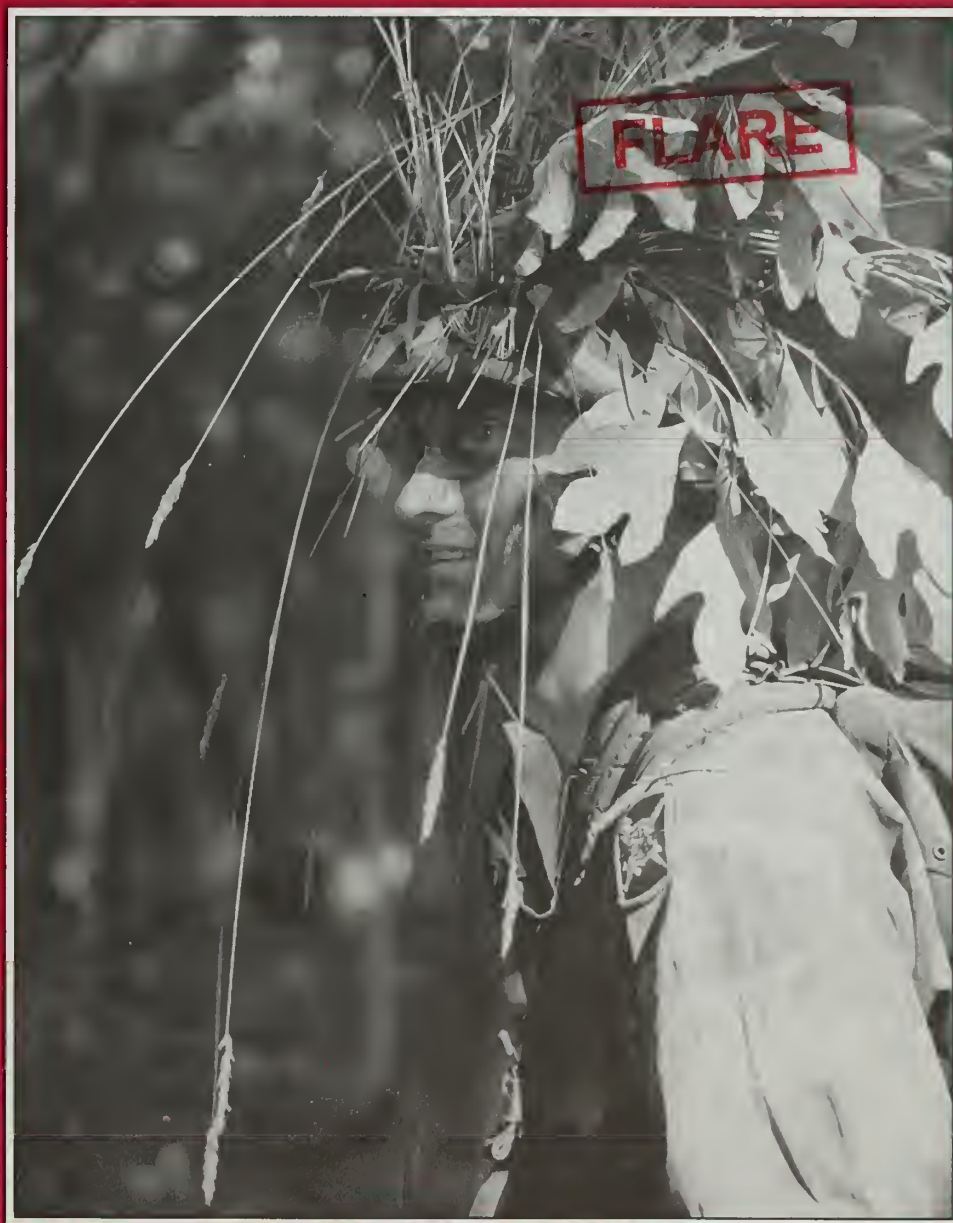


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INSCOM JOURNAL

December 1993



- INSCOM Names NCO and Soldier of the Year
- Chaplain's Office Institutes Unit Ministry Team Update



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Cover Photo: Capt. Mark Barnes breaks up the pattern on his kevlar helmet with leaves and grass during "Woodland Warrior" training exercise.

(Photo by Staff Sgt. Edith Davis)

Here's How You Can Enjoy Reading the Bible

By Chaplain (Maj.) Michael D. Mantooth

Last month I wrote about the Bible and promised to follow up with an article on how you might go about reading such a book. Here are my suggestions for those of you who may be interested.

1. Don't start at the beginning and try to plow your way through to the end, at least not without help. If you do, you're almost sure to bog down somewhere around the 25th chapter of Exodus. Concentrate on the high points at first. There is much to reward you in the valleys, too, but at the outset keep to the upper elevations. There are quite a few.

There is the vivid eyewitness account of the reign of King David; for instance (2 Samuel, plus the first two chapters of 1 Kings), especially the remarkable chapters that deal with his last years, when the crimes and blunders of his youth have begun to catch up with him. ... or the Joseph stories (Genesis 39-50) ... or the Book of Job ... or the Sermon on the Mount (Matthew 5-7) ... or the seventh chapter of Paul's letter to the Romans, which states the basic moral dilemma of man as lucidly as it has ever been stated and then leads into the eighth chapter that contains the classic expression of Christianity's basic hope.

2. The air in such upper altitudes is apt to be clearer and brighter than elsewhere, but if you, nevertheless, find yourself getting lost along the way, try a good Bible commentary which gives the date and historical background of each book, explains the special circumstances it was written to meet, and, verse by verse, tries to illuminate the meaning of the difficult sections. Even

when the meaning seems perfectly clear, a commentary can greatly enrich your understanding.

The Book of Jonah, for instance — only two or three pages long and the one really genuine comedy in the Old Testament — takes on added significance when you discover its importance in advancing the idea that God's love is extended not just to the children of Israel but to all mankind.

3. If you have even as little as a nodding acquaintance with a foreign language, try reading the Bible in that. Then you stand a better chance of hearing what the Bible is actually saying instead of what you assume it must be saying because it is the Bible. Some of it you may hear in such a new way that it will be as though you never heard it before.

"Blessed are the meek" is the way the English version goes, whereas in French it comes out *Heureux sont les debonnaire*s ("Happy are the debonair"). The debonair, of all things! Doors tend to fly open. Bells may even ring out. Try it.

4. If you don't know a foreign language, try some English version that you've never tried before — the New English Bible or J.B. Phillips' New Testament, or any other you can lay your hands on. The more far out, the better. You see, the old King James Version is too full of familiar quotations, and the trouble with familiar quotations is they tend to become so familiar that we don't hear them.

When Jesus was crucified, the Romans nailed over his head a sign saying "King of the Jews" so nobody would miss the joke. To get something

a bit closer to the true flavor, try substituting what one translation uses: "Head Jew."

5. It may sound like fortune telling, but don't let that worry you. Let the Bible fall open in your lap and start there. If you don't find something that speaks to you, let it fall open to something else. Read it as though it were as exotic as the "I Ching" or a tarot deck ... *because it is*.

6. If somebody claims that you have to take the Bible literally, word for word, or not at all, ask them if you have to take John the Baptist literally when he calls Jesus the "Lamb of God." If somebody claims that no rational person can take a book seriously which assumes that the world was created in six days and man in an afternoon, ask them if they can take Shakespeare — whose scientific knowledge would have sent a third-grader of today into peals of laughter — seriously.

Finally, this: If you look at a window, you see fly specks, dust, the crack where Junior's Frisbee hit it. If you look through a window, you see the world beyond. Something like this is the difference between those who see the Bible as a holy bore and those who see it as the word of God that speaks out of the depths of an almost unimaginable past into the depths of ourselves. ✠

Chaplain Mantooth is assigned to the United States Army Garrison, Bayonne, at the Military Ocean Terminal, N.J.

INSCOM Faces Changes

Maj. Gen. Paul E. Menoher Jr.

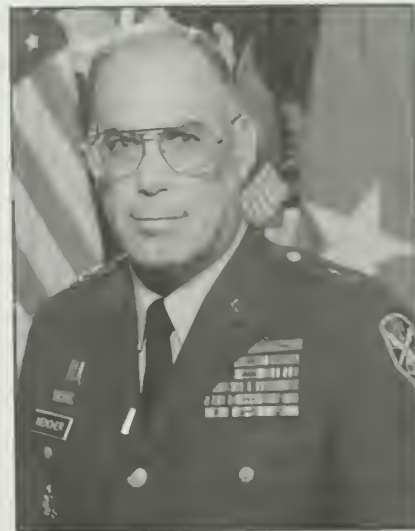
I continue to be amazed at the extent of change since the fall of the Berlin Wall in November 1989. In the ensuing four years we have seen the U.S. Army committed to combat operations in Panama, Iraq and Somalia; disaster relief operations in Florida, Hawaii, and the Midwest; humanitarian assistance operations in Turkey, Iraq, and Somalia; and peacekeeping operations in Kuwait, the Sinai, and Macedonia, to name just a few of our commitments. And they continue to build — on any given day, our Army has over 20,000 soldiers deployed in more than 70 countries in addition to those forward deployed in traditional locations like Germany and Korea. All of this is occurring at a time when our Army is downsizing significantly.

Since 1989 we have reduced our active Army military strength from 780,000 to approximately 560,000 personnel, and we have reduced our force structure from 18 to 12 divisions; the Secretary of Defense's bottoms-up review calls for the number of active divisions to be reduced to 10 by the end of the decade. During the same time frame, reserve component end strength will be reduced by 27 percent, and Army civilian end strength will be reduced by almost a third. Where we serve is also changing. Since '89, our Army has gone from one that had only 52 percent of its force CONUS-based to one that now has over 61 percent of its force in CONUS, and that percentage will increase over the remainder of this decade.

Of course, INSCOM is not immune to these changes. Since 1989 we have also participated in all the operations mentioned earlier, and today we have over 300 soldiers deployed in

over 30 countries, not including the ones in which we have a permanent presence. Also, we are not immune to the reductions. Between 1990 and 1997 we will be cut by 35 percent, from over 18,000 personnel to about 12,000. We'll also change our force structure. We've already closed Field Stations Augsburg, Berlin and Sinop; we have transferred the U.S. Army Missile and Space Intelligence Center, and the Armed Forces Medical Center to DIA and the U.S. Army Russian Institute to EUCOM; and we have inactivated the Army Intelligence Agency and the 701st MI Brigade.

But not all has been on the downside. During the reductions to date, we have retained the critical capabilities required to support commanders in peace, crises, war, and operations other than war and, in fact, have successfully demonstrated those capabilities in the operations mentioned earlier. We have also added to our capabilities by fielding TRACKWOLF, Airborne Reconnaissance Low, and Trojan Spirit, and by developing new concepts — for example, the deployable intelligence support element and the corps MI support element, which will significantly enhance our ability to maintain a seamless architecture and provide responsive support to force projection operations. In addition we have several other changes coming in the near term which will further enhance our capabilities. Next year we will complete the consolidation of major elements of the 513th MI Brigade at Fort Gordon, Ga., begin activation of the Gordon Regional SIGINT Operations Center, assume command of Bad Aibling Station in Germany, and field a new advanced electronic warfare system called



AHFEWS. The next year we will merge the Intelligence and Threat Analysis Center and the Foreign Science and Technology Center into the National Ground Intelligence Center, assume command of Menwith Hill Station in England, achieve initial operational capability at the Gordon RSOC, transition the 66th MI Brigade to its European end strength configurations and transfer command of Field Station Kunia to the Navy, while retaining the 703d MI Brigade.

In subsequent years other changes will occur, including transferring certain capabilities to the Defense HUMINT Service and consolidating theater brigades in the Pacific and the Americas to form two force projection brigades (east and west) to provide even better support to our CONUS-based force Projection Army.

All of this change is almost mind boggling, but there are some constants that all of us need to focus on. First, as I have said before, our people are the strength of INSCOM, and no change will detract from your commitment to excellence, dedication and talent. Second, as we go through this period of momentous change, taking care of our people will be our first priority; we will see **CHANGES**, page 22

'The Best of the Best'

Command Sgt. Maj. Art Johnson

In September, this headquarters had the honor of hosting the INSCOM 1993 Noncommissioned Officer and Soldier of the Year Board. Competing were three noncommissioned officers and three soldiers representing worldwide INSCOM units.

These six soldiers won their battalion competitions, proceeded to capture their brigade-level honors, and finally conquered the regional NCO and Soldier of the Year boards held this summer and fall. INSCOM's Noncommissioned Officer and Soldier of the Year for 1993 are deservedly spotlighted in this issue of the INSCOM Journal.

It was obvious the candidates' NCO support channel, beginning with their first-line supervisors, played an active role in their preparation for the board. The pride and enthusiasm displayed by these soldiers were further

reflected in their voices when two soldiers presented five-minute speeches on "What Professionalism Means to Me."

Listening to their speeches, I am sure many of the attendees at the awards ceremony were reminded of their own patriotism and sense of pride in our country and its fighting forces.

Each soldier described the influences that affected his life and career and why he was proud to be a professional soldier. I could see similar feelings reflected in the listeners' faces. For a few short minutes, we were all reminded of the common ground we share — a sense of pride in being soldiers and Americans.

The superior performance of all of the soldiers who competed stands as a testimonial to the quality of the enlisted soldiers within this command. The Noncommissioned Officer and Soldier of the Year Board — a board of excellence — provides a unique opportunity to gauge the esprit of our soldiers.

The pride, enthusiasm, and knowledge displayed by each of these soldiers reflects great credit upon themselves and the NCO support channel that assisted in their development.

Now is an excellent time for the NCO leadership to reevaluate their role in the development of soldiers. To be trusted with the leadership of our soldiers is an immense responsibility.

Leaders must also remember a soldier's family is as important to readiness as the soldier's ability to complete the mission. We must continue to take a personal approach to our responsibilities to soldiers, their families, and our country.



I urge the NCO leadership to take the time and initiative to develop the leadership qualities our soldiers expect and deserve — to be leaders whose contributions will be felt by our soldiers over the span of their careers. Develop and foster these traits in your peers and subordinates alike, and continue to challenge your soldiers to meet the ever-increasing demands of our changing Army.

This year's board was a great success. The efforts of the NCO support channel toward preparation of their soldiers was evident. The extremely keen competition, which resulted in the selection of an outstanding Noncommissioned Officer and Soldier of the Year for the Intelligence and Security Command, is something we all can be proud of.

Congratulations to all the INSCOM soldiers and their families who competed throughout the year. I am honored to serve with such fine members of the Army community.

"SILENT WARRIORS" 

For a few short minutes, we were all reminded of the common ground we share — a sense of pride in being soldiers and Americans.

Soldiers Win NCO and Soldier of the Year

By Master Sgt. Joan E. Fischer

Five pairs of eyes grimly examine the nervous soldier standing stiffly on the other side of the conference table. His brass twinkles, and a knife-edge pant crease falls smartly to the tops of highly-shined shoes. Not a hair on the soldier's head is out of place. An order is barked. The soldier takes his seat to start the second portion of the Intelligence and Security Command's Soldier of the Year and Noncommissioned Officer of the Year board.

Three junior soldiers and three NCOs represented the best of more than 12,000 troops during the Sept. 22 board held at INSCOM headquarters on Fort Belvoir, Va.

This year's top NCO honors went to Staff Sgt. Kevin A. Almquist, a military policeman with Headquarters and Headquarters Company, 204th Military Intelligence Battalion, 66th MI Brigade in Augsburg, Germany.

Almquist, from Putnam, Conn., had previously won the European Regional Board before advancing to the INSCOM competition. For him, the road to NCO of the Year started in June 1992 at the company-level and ended five boards later. But this series is just one of many he has done in his seven-and-a-half years in the Army.

His first competition was as a private. From there, the military policeman went on to promotion boards. But winning INSCOM NCO of the Year honors is not the end of his ambitions. Almquist's next target is to become a member of Europe's Sergeant Morales Club.

This club is named after a fictional sergeant who set high ideals and standards for all to emulate. The members of the Sergeant Morales board ask the traditional knowledge questions, but

add a situational twist to challenge the candidates.

The INSCOM board members also had another challenge that day—that of selecting the Soldier of the Year. Spc. Mike Carrigan, from Company A, 308th MI Battalion, 470th MI Brigade, defeated two other soldiers to win that honor.

In a whirlwind week, Carrigan won the Americas Regional Board on Thursday and was standing tall in front of the INSCOM Soldier of the Year board the following Wednesday.

Carrigan, a signals intelligence analyst, said he started studying May 20 for a promotion board and hadn't stopped since. The appearance in front of the promotion board was one of seven on the way to the top.

"I had no idea it would be this tough," said the soft-spoken soldier from Navarre, Fla. But Carrigan added that even if he had known, he still would have done it. "I'm a competitive person," he said.

Both soldiers faced stiff competition while passing through the company, battalion and brigade boards. Winners then went on to one of three regional boards—Pacific, European or Americas. The regional winners were the ones who made the final cut and won the right to advance to the INSCOM board.



Photo by T. Gardner Sr.

INSCOM's Soldier of the Year, Spc. Mike Carrigan, and NCO of the Year, Staff Sgt. Kevin A. Almquist flank INSCOM Command Sgt. Maj. Art Johnson at the awards ceremony.

According to the president of the board, INSCOM Command Sgt. Maj. Art Johnson, the soldiers are scored in different areas and, as they begin to move up, the competition becomes much stiffer.

"Sometimes it's a matter of answering one question correctly or incorrectly," he said. The board members look at appearance, how the soldiers present themselves and how well they answer questions.

"Do I expect them to answer every question? No," he said, adding, "I expect them to be truthful and say up front they do not know the answer to the question."

While both the soldier and NCO are quizzed by board members, they are asked separate sets of questions.

Johnson said, "You can't expect a soldier to answer what is expected of an NCO." The questions are geared to the grade and experience-level of the competitors.

Two things that impress the board members are professionalism and honesty. As a part of that, each competitor gave a five-minute speech on what professionalism meant to him.

To those just starting to compete in front of military boards Johnson recommends "talking to your immediate supervisor" to enlist support.

"They couldn't have done it without (the support of) their supervisors, friends and family members," added Command Sgt. Maj. Luther Moore, Jr., command sergeant major at the 66th MI Brigade, and president of the European Regional Board. "They need to talk to their family so they (the family members) understand what it takes (in terms of the time required for preparation)."

While Almquist says he doesn't have to do much in-depth studying anymore, he does brush up on weak areas before a board. His wife, Holly, is very supportive of his efforts.

"She gets on me about studying," he said. "She likes being in the Army and the steady life."



Sgt. Maj. of the Army Richard A. Kidd presents an autographed picture to Staff Sgt. Kevin A. Almquist, INSCOM NCO of the Year.

Much of his studying came at lunch time with one of his soldiers, who was also going in front of a military board. Besides preparing for boards, working and spending time with his family, Almquist is working toward an associate's degree in law enforcement and is active in local softball, basketball and volleyball leagues. He is also thinking about volunteering for drill

sergeant duty.

The military policeman's ultimate goal is to "move up as high as I can in the enlisted ranks."

Carrigan is heading back to duty in Panama where his wife, Angie, and son, Alex, await him. He said all his studying was hard on her, because he studied too much.

"I'd come home to eat, then go elsewhere to study," he said. But he added that she was happy when he called her with the good news.

"It feels good. I feel I learned a lot," said the SIGINT analyst about his win. "You feel a hidden meaning. You over-study, but that's part of the learning process.

"They want you to learn to be a soldier, and the boards are a part of the incentive to do that," said the INSCOM Soldier of the Year.

Almquist and Carrigan each received a \$1,000 savings bond, a commemorative plaque and their assignment of choice for winning the top soldier/NCO honors. All of the competitors received a Class A uniform from the Army and Air Force Exchange System and a Department of the Army Certificate of Achievement signed by INSCOM's commander, Maj. Gen. Paul E. Menoher Jr. ✕



Sgt. Maj. of the Army Richard A. Kidd presents an autographed picture to Spc. Mike Carrigan, INSCOM Soldier of the Year.

Photos this page by Russ Roederer

INSCOM's NCO of the Year Writes ...

What Professionalism Means to Me

By Staff. Sgt. Kevin A. Almquist

Professionalism is an attitude instilled in a soldier from the time he decided to enter the service, through his progression to the present day.

It is more than passing time waiting to retire. It is wanting to be your best every day until your last day of service.

When you progress through the ranks, instructors at the leadership academies and supervisors alike will teach you about principles and traits of a leader. These are seen in the true professional — competence, dependability, honesty, integrity and all the others.

It is wanting to be your best every day until your last day of service.

A soldier can pretend to be a professional, but how long will that last? You can only hope that his true colors will not be found out during an important mission where lives are at stake. This type of leader is only looking out for number one.

With a new administration in the White House and a commander-in-chief with different ideas, professionalism is a must. Many soldiers may not agree with the president's ruling on gays in the military, but, as our commander, the decision has been made, and a professional must do more than "go along" with the decision. The leader must support and carry out the ruling without fail or compromise — *Salute and Execute*.

How many leaders are able to make the tough decisions when it comes to

noncommissioned officer evaluation reports, officer evaluation reports, and awards? The professional will write the rating the soldier deserves — good or bad — and recommend the appropriate award for the appropriate individual soldier.

Professionalism means admitting your mistakes. How many times have we seen mistakes made and the blame shifted to others?

When I think of professionalism in historic terms, I look to our first leader of the Continental Army — George Washington. With his soldiers cold, hungry, tired and more underpaid than we ever thought, he led them to victory over a supposedly superior army with superior supplies.

I also think of Gen. Benjamin O. Davis Sr., our first black general. He became a general back in the 1940s when it was tough to be a black man in the United States, never mind a general in the U.S. Army.

When I arrived at my first duty station in 1986, after basic and advanced individual training, I was fortunate enough to have a true professional as a squad leader, Sgt. Dan Shulte. Sgt. Shulte took me and the other members of his squad and showed us exactly how to make ourselves better. He took us to the education center to sign up for college and correspondence courses. He ensured that we read and understood the standard operating procedures and regulations. We were



Photo by Rick Sanborn

INSCOM Commander Maj. Gen. Paul E. Menoher presents the NCO of the Year Award to Staff Sgt. Kevin A. Almquist.

counseled regularly to ensure we knew exactly where we stood month after month. I patterned my career and leadership after Sgt. Shulte, because he was a staff sergeant after only six years in the Army — and he was a Sergeant Morales Club member. Sgt. Shulte left the service after that tour, but, until his last day of service, he was a true professional.

It is easier when you have a professional to look up to like I did. However, some may think they don't have that luxury. Those are the soldiers who have to look in the mirror in the morning and be proud of the uniform and make themselves their own type of professional.

Professionalism means caring for soldiers. Before a leader can care for soldiers, he must first be able to care for himself. Knowing how to care for yourself means you'll know what to do for your soldiers. This doesn't mean you'll have all the answers to every problem, but you will be able to look in the right place to find the answers.

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INSCOM's Soldier of the Year Writes ...

What Professionalism Means to Me

By Spc. Mike Carrigan

I would like to explain how professionalism relates to our job responsibility and how to better develop professionalism by applying the professional Army ethic.

Being in the United States Army, I can say that I'm a professional soldier, because it's the career I have chosen, but my professionalism is measured by how well I perform in this career. There are many different jobs in the Army and each one requires different skills and responsibilities of individuals, subordinates and leaders.

I am a 98 Charlie, or Signals Intelligence Analyst. I write technical reports and make long-term analysis on order of battle and capability of enemy forces. I must have an extensive knowledge of details and statistics; I must know what the opposition is thinking and planning at all times; I must have the basic skills necessary to write effectively and operate a computer in order to meet strict reporting deadlines. It's these specific duties, together with my basic soldiering duties, that make up my individual responsibilities.

I also have responsibility, as a subordinate, to perform the tasks I'm assigned. This is very important, because these tasks make up the battle tasking of my company which contributes to the mission essential tasking of the battalion.

As a leader, I also have responsibilities. I'm not yet a noncommissioned officer, but as an NCO, I will rely on my experience and knowledge to train and lead soldiers. These responsibilities of individuals, subordinates and leaders vary from MOS (Military Occupational Specialty) to MOS, but make

up part of every job; for soldiers to perform with confidence and show pride, they must be competent in their job.

The four professional Army ethics, loyalty, duty, selfless service and integrity, can be applied to better develop the professionalism of all soldiers.

First, we must be loyal to our cause, which is defending the ideals of America.

This gives us a strong belief in ourselves and our goals, because we believe in what we are doing. We need this belief to put everything we have into the task at hand. We aren't going to try very hard to accomplish something that we believe is wrong. So it is this loyalty to our nation's ideals that encourages us to become better soldiers, because we are fighting for what we believe in.

It is our duty to be responsible for our actions and to perform at the fullest level of our capability. This is where skills, education and training are very important, because how we train, we fight. As soldiers, we deal with life and death, and we must be ready to defend our country at any time, anywhere and in the best possible way to minimize loss. It is in this duty that soldiers develop competence in their jobs and pride in themselves. We must be willing to give selfless service, putting the unit, mission, and others ahead of ourselves. This may mean risking personal safety for the overall good of the nation or it may be a de-



Photo by Rick Sanborn

INSCOM Commander Maj. Gen. Paul E. Menoher presents the Soldier of the Year Award to Spc. Mike Carrigan.

ployment away from your family for a few months or a year, but as we become more professional, so does our ability and our desire to give selflessly.

Finally, we must maintain integrity with ourselves and with others. This creates trust and respect, two very important factors in building a cohesive team. We must be truthful and honest to keep the confidence we have built in our superiors and subordinates. We must do the right thing. This sometimes is the hardest thing to do, but it is the ability to do the right thing that keeps the professionalism of units and soldiers at a high level.

Simply put, professionalism is performing your duties with a high degree of competence and skill at all times — without bias or prejudices and with an attitude of confidence and pride that will reflect on you and the United States Army. ✕

Spc. Carrigan, Company A, 308th MI Battalion, 470th MI Brigade, Panama, is INSCOM's Soldier of the Year.

Chaplains Hold Unit Ministry Team Update

By Chap. (Col.) Calvin Sydnor

The first ever Unit Ministry Team Intelligence and Security Update was held at Fort Belvoir, Va., from Sept. 20-24, 1993. INSCOM chaplains and their assistants worldwide attended the update, as well as Chap. (Col.) Carl Bilderback, Air Force Intelligence Command chaplain, and installation chaplains from Fort Monmouth, N.J., Fort Meade, Md., Fort Gordon, Ga., Fort Drum, N.Y., and Fort Belvoir, Va.

Update gave unit ministry teams insight and information about the national intelligence agencies and their relationships to the INSCOM mission; functions of the various directorates in the Office of the Chief of Chaplains and their impact upon INSCOM ministry; and presentations on stress and family systems with the focus on counseling soldiers, civilians and their families serving in a battle-stressed environment. The objective of the update was to assist the UMTs in developing and implementing creative ministry for soldiers, civilians and their family members.

The update opened with an ecumenical worship service. The sermon was delivered by Chap. (Col.) Elvernice Davis, installation chaplain, Fort Gordon, Ga. He was assisted by Chap. (Capt.) James (Bill) Anderson, 470th MI Brigade, Panama. During the week, a Roman Catholic Mass was celebrated by Chap. (Col.) David A. O'Connell, installation chaplain, Fort Drum, N.Y., as was an Episcopal Mass, celebrated by Chap. (Maj.) John Kulp, 703rd MI Brigade, Schofield Barracks, Hawaii, and Chap. (Capt.) Jeffrey Hopper, 3rd MI Battalion, Camp Humphries, Korea.

Chap. (Brig. Gen.) Donald Shea, deputy chief of chaplains, welcomed

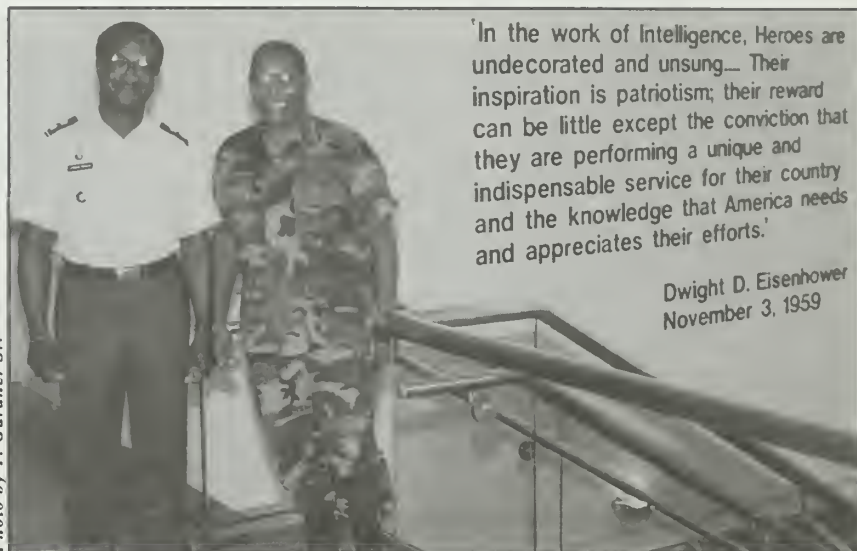


Photo by T. Gardner Sr.

Chap. (Maj. Gen.) Matthew A. Zimmerman, Army chief of chaplains, and Chap. (Col.) Calvin Sydnor, INSCOM staff chaplain, pause in the Nolan Building at INSCOM Headquarters, Fort Belvoir, Va., during the recent Unit Ministry Team Update.

the participants to the Washington, D.C., area and challenged the UMTs to be creative in ministry. The staff directors from the Office of the Chief of Chaplains presented briefings about their areas of responsibility and how they could assist UMTs.

Maj. Gen. Paul E. Menoher Jr., INSCOM's commanding general, welcomed them, sharing with the participants his command philosophy and his desire for a command religious program. Col. William Robeson, the deputy commander, greeted the conference and challenged the attendees to develop strategies for ministry and collegial relationships within the commands where their units are located.

Various national agencies, such as the CIA, FBI, DIA, NSA and DEA briefed Update attendees about their organizations and their relationships with INSCOM.

Later in the week, Chap. (Maj. Gen.) Matthew A. Zimmerman, Army chief of chaplains, addressed the attendees and emphasized the impor-

'In the work of Intelligence, Heroes are undecorated and unsung... Their inspiration is patriotism; their reward can be little except the conviction that they are performing a unique and indispensable service for their country and the knowledge that America needs and appreciates their efforts.'

Dwight D. Eisenhower
November 3, 1959

tance of their ministry to soldiers, civilians and their families. He related that he was cognizant of the uniqueness of this command and its battle-focused mission. He pledged the support of the Office of the Chief of Chaplains for program initiatives and the timely assignment of chaplains for the units.

Two significant presentations were given in the areas of stress and family systems. The latter presentation, delivered by Shauna Whitworth, chief of the Family Liaison Office in the Office of the Deputy Chief of Staff for Personnel, Department of the Army, centered around the changes occurring within military families today.

Dr. William Kunzler, chief of the Fort Belvoir Counseling Center, shared methodologies and techniques to assist chaplains who counsel those experiencing extreme stress in their personal lives and/or their work/home environments.

A luncheon featuring INSCOM Command Sgt. Maj. James A. Johnson see **UPDATE**, page 11

HHD, 513th Trains 'Woodland Warriors'

By Spc. Claudine Cooper

Gray clouds drifted slowly across leaden skies, and rain drops pitter-pattered in the early dawn hours as the "Woodland Warriors" got ready for a day of battle.

"Woodland Warrior" is the name of the training exercise recently held by Headquarters and Headquarters Detachment, 513th MI Brigade, Fort Monmouth, N.J. It was developed to evaluate soldiers' skills in a realistic environment and designed to meet common task testing requirements.

The day began with two platoons guarding against opposing forces — four soldiers crawling around in the woods — trying to penetrate and take over the site. The OPFOR employed infantry tactics that resembled real battle action.

With cries of "you are dead" from the evaluators, and loud bangs from smoke and hand grenade simulators echoing through the woods, the first battle came to an end.

"This was a great experience," said Cpl. Elroy Gardenhire from the brigade S1. "I was used to doing these maneuvers back in my last unit in Egypt, so it was a great reminder."

After the first battle, there was common task testing, during which a surprise attack was staged by the OPFOR on the unsuspecting platoons. This resulted in heavy casualties.

"It was a good experience, and the soldiers reaped the full benefits," reflected Capt. Jeffery Williams, HHD's commander. He said that soldiers who work daily in an office environment "need to get out there and do soldier-type training to remind them of their primary mission."

As sunlight filtered through leaves previously sodden with rain, the soldiers of the 513th packed up their weap-



Spc. Rodney Hester guards the perimeter during "Woodland Warrior."

ons and ended the exercise with a sense of mission accomplished. They were tired, but a day of intense, realistic training had reminded them of what soldiering is really all about. ✱

Spc. Cooper is with the Public Affairs Office, 513th Military Intelligence Brigade, Fort Monmouth, N.J.

Win, Lose or Draw? Yesss!

By Capt. William J. Kelley

San Antonio's newest, largest and most expensive landmark, the Alamodome, was the sight of the best of world championship boxing on Sept. 10, 1993. Noted participants included "Jesse" James Leija, Azumah Nelson, Pernell Whitaker and the legendary Julio Cesar Chavez.

The crowd of over 63,000 set an all-time record for an indoor boxing match. They also contributed to a paid attendance record of over \$12 million.

The ubiquitous Don King, boxing promoter extraordinaire, ran the show with style and treated rabid fight fans from around the world to some incredible theatrics during the evening.

Five lucky soldiers from the 748th MI Battalion were among a contingent of local soldiers and airmen who attended the gala event as guests of generous civilian benefactors. Company commanders selected participants based on outstanding duty performance and contributions to the battalion.

"We're extremely fortunate to have

been selected to represent the battalion at the fight," said Sgt. Miguel Rosario, a supply sergeant with Headquarters and Headquarters Company. "It gave me the greatest feeling to know that we were recognized for superior performance. This was a major surprise that I'll remember forever."

Rosario was one of several soldiers who recently received HHC's "STRIKE FEAR" award, which is given monthly for superior duty performance.

Sgt. Armando Torres, from A Company, echoed Rosario's comments. Torres, recently cited for bravery while assigned to Fort Ord, Calif., said "It sure makes all of us feel good to be recognized in this way. All soldiers have a job to do, and we work hard every day, but none of us were expecting anything tangible like this in return. It's great for the battalion to be able to recognize soldiers for performance."

The fight was a media and civic "happening" for an entire week. The Alamodome was the hub of activity; each soldier was impressed by San

Antonio's newest recreational facility.

"I've been to stadiums all over the world," said Sgt. Dennis Hardaway, company clerk, HHC, "and the Alamodome is world class. There isn't a bad seat in the house."

"The Alamodome is large enough to house two hockey rinks simultaneously, but organized enough to move people with no problems. I especially enjoyed the two extremely large-screen TV's which gave us the fight replays."

Sgt. Phillip Dimmer, training NCO, HHC, mirrored Hardaway's approval of the dome. "No traffic problems, no problems with the physical plant and not a single outbreak of trouble in the crowd that I could see. It was a great way to spend the evening."

Perhaps the only complaint the battalion's contingent had was about the price of concessions. "Programs were \$10, T-shirts were \$22 and the beer was \$4 a cup," said Dimmer. "It was capitalism at its finest!"

While the five soldiers had few complaints, some others in the crowd left unhappy.

Left to right: (front row) Sgts. Phillip Dimmer and Dennis Hardaway ham it up with (back row) Sgts. Armando Torres, Alan Lee, Haldane Oden and Miguel Rosario before the fight.

Photos by Sgt. Dennis K. Hardaway



"The officials' decisions were bad with a capital 'B'," said Hardaway. "Two of the fights ended in draws, and Leija and Whitaker were robbed."

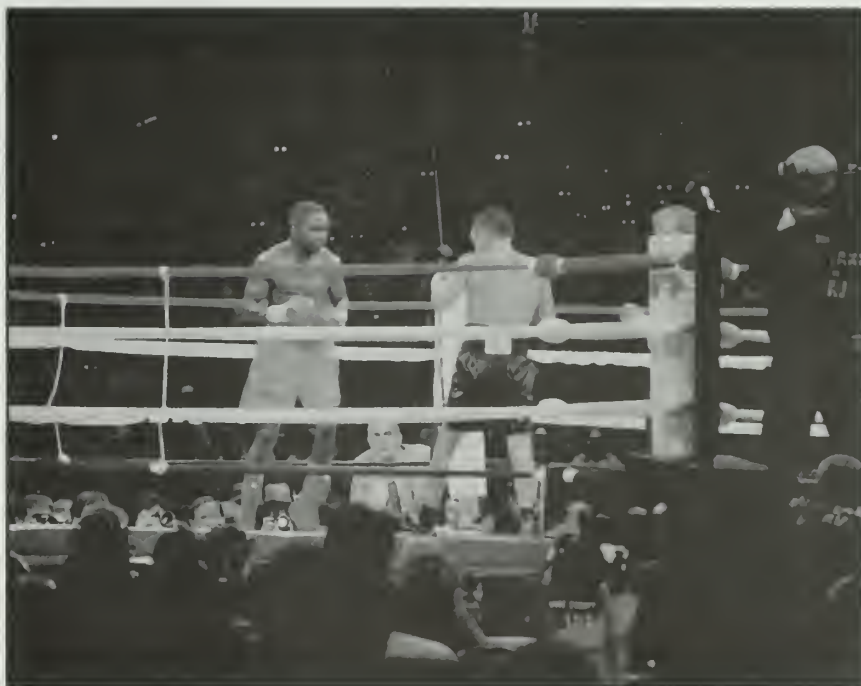
Sgt. Alan Lee, HHC, agreed. "Leija won the first fight, no doubt about it. And the last fight decision was a sham. Whitaker won, plain and simple. There's no way it was a draw!"

Fight fans will always disagree with the referees and among themselves as to who won the close fights, but no one can dispute who the winners were on this night. They included five fortunate soldiers representing the 748th MI Battalion, and many local sponsors who contributed tickets for outstanding soldiers and airmen of the Alamo City. The evening again evidenced the unique relationship of the military with civilian and business leaders of San Antonio. Each came out winners on an evening otherwise marred by "draws."

"San Antonio is more supportive of the military than any other city I've seen," said Hardaway. "People work hand-in-hand here; they're not afraid to give something back to soldiers."

Dimmer added, "A certain automobile dealer made a lot of people happy tonight. It was fabulous for all these basic trainees from Lackland Air Force Base to get to attend. They'll remember this event for the rest of their lives."

In total, the Alamodome production was first class. Our soldiers en-



Pernell Whitaker (facing camera) takes on Julio Cesar Chavez in front of a packed crowd at the Alamodome.

joyed the hospitality of the community, world class facilities and exceptional showmanship.

Between bouts, they strained their necks looking for celebrities at ring-side. Robert Redford, Ervin "Magic" Johnson, Evander Holyfield, Sly Stallone — the list went on and on.

"The celebrity parade was a show within a show," said Rosario. "Redford was cool, but Don King always steals the stage. His trademark hair is more impressive in real life than it is on TV."

The celebrities, with their tuxedos and evening gowns, were easily recognized by the crowd. Our stellar group of performers was less recognizable, but no less deserving of the battalion's admiration. ✧

Capt. Kelley is the commander of HHC, 748th MI Battalion, San Antonio, Texas.

UPDATE

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was held at the Fort Belvoir Officers' Club. There, Johnson expounded on the value of UMTs to soldiers and explained that they are "major players" in the life of a unit.

Other luncheon speakers were Chap. (Lt. Col.) Daryl Goldman, assignments officer, and Sgt. 1st Class Robin Rankin, enlisted career advisor, both from the Office of the Chief of Chaplains.

All of the UMTs gave briefings regarding their units and ministry. There

were opportunities for chaplains and assistants to share ideas and strategies.

The staff chaplain's assistant, Sgt. 1st Class Joseph P. Millraney, said, "The whole notion of the Intelligence and Security Update was to bring our folks together, as well as share ideas for ministry with soldiers and civilians whose work involves doing a wartime mission on a daily basis."

The challenges for ministry are great, particularly in today's ever-changing military environment. The

expectation of Chap. (Col.) Calvin Sydnor, INSCOM's staff chaplain, is that the results of Update will be for "... INSCOM unit ministry teams to provide more creative ministry to soldiers, civilians, and their families who are functioning in a volatile battle-stressed environment." ✧

Chap. (Col.) Sydnor is INSCOM's staff chaplain.

HHC, 902nd Officers Tour Antietam Battlefield

By 1st Lt. Joseph C. Braziel

The officers of Headquarters and Headquarters Company, 902nd Military Intelligence Group, Fort George G. Meade, Md., recently conducted a staff ride to the Antietam National Battlefield in Maryland. The trip was the culmination of a three-phased officer professional development program centering upon the study of the Battle of Antietam. The staff ride took place on Sept. 17, 1993, the 131st anniversary of the battle.

Col. (Ret.) Arthur V. Grant, a staff member of the U.S. Senate Select Committee on Intelligence, served as the group leader. Grant's knowledge of history and of this particular battle revealed his experience as an instructor at both the U.S. Military Academy and the Army War College. His presentation painted a vivid picture of the events that occurred on what most historians agree was the bloodiest day of the Civil War.


The staff ride examined the three major engagements which comprised the Battle of Antietam: the fighting in and around the cornfield, the battle for the Sunken Road, and the assault upon Burnside Bridge. The group stopped at each location and discussed the events that took place on Sept. 17, 1862. Throughout the day, the group was asked to analyze the surrounding terrain and the affect that channelization had upon large-scale troop movements.

Grant pointed out that many historians analyze historic events based strictly upon written information. He also pointed out how much more one learns by actually being "on the ground." Addressing the group, he added, "You, as military professionals, possess certain skills that are invaluable when conducting battlefield studies such as these. Your military

training and knowledge of battlefield and terrain analysis provide you with a distinct advantage when studying military history."

Grant also stated his belief that we study military history to gain insights into the strategies and tactics that were used by commanders of a particular era and apply those insights to the battlefields of today.

The staff ride to Antietam provided officers from the 902d with the opportunity to stand upon historic ground and reflect upon what happened there. By using imagination, one could actually picture batteries of artillery firing from the surrounding hilltops and the deliberate, synchronized columns of blue and gray clashing upon the battlefield.

The trip to Antietam was a meaningful and worthwhile experience, and everyone participating left the battlefield with a keen sense of what had transpired on Sept. 17, 1862. 

Lt. Braziel is with HHC, 902nd Military Intelligence Group, Fort George G. Meade, Md.



Col. (Ret.) Arthur V. Grant guides the officers of the 902nd MI Group on the Antietam Battlefield tour.

(Below) 902nd Officers pause for a souvenir photo after their tour of the Antietam Battlefield.



INSCOM 'Value-Added' Detachment at Fort Huachuca

Story and photos by Master Sgt. Jerry B. Quinn

The golden rays of the desert sun arc high over Fort Huachuca, Ariz., as students from advanced individual training classes, officer basic and advanced courses, and warrant officer courses pursue their separate studies of the varied aspects of military intelligence.

In other locations on post, working groups meet on the future of the All-Source Analysis System, Enhanced Trackwolf, Joint Surveillance Target Attack Radar System, the Unmanned Aerial Vehicle, the 34-series field manuals, and both new and restructured military occupational specialties.

In the thick of all this activity, the soldiers and civilians assigned to the INSCOM Training and Doctrine Support Detachment work to ensure that the skills required to prepare soldiers to work in INSCOM organizations are taught in Intelligence Center courses and that INSCOM requirements are incorporated into doctrine and Intelligence and Electronic Warfare systems.

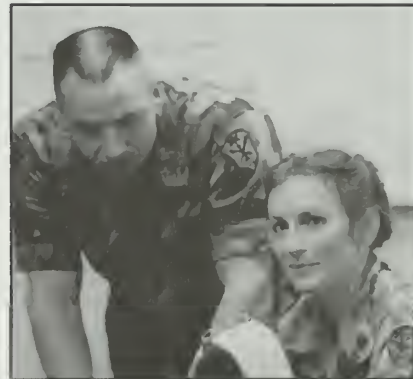
The INSCOM Training and Doctrine Support Detachment — better known as ITRADS — is a small, but extremely effective INSCOM asset directly subordinate to the INSCOM Deputy Chief of Staff for Operations, with duty at Fort Huachuca, Ariz. Being on site at the Intelligence Center enables ITRADS personnel to present INSCOM's positions on intelligence training issues "Johnny-on-the-spot." Their attendance in working groups and meetings provides INSCOM a presence without having to expend valuable TDY resources to fly subject matter experts to Arizona.

ITRADS' eight action officers work several projects simultaneously. The projects are assigned based on the action officers' intelligence background (SIGINT, HUMINT, IMINT), functional area expertise (doctrine, training, materiel, proponentcy), and/or their assigned geographic area (Pacific theater, European theater, CONUS-based units, or Southern Command). ITRADS action officers representing INSCOM participate on the writing teams for the 34-series field manuals and other intelligence concepts, and are involved from the formulation of the topic sentence through final publication.

As intelligence professionals and INSCOM's representatives at the Intelligence Center, ITRADS personnel help identify and correct gaps by monitoring training, recommending changes to courses, and providing supplemental instruction and access to expert information. ITRADS accomplishes much of the initial legwork for new intelligence materiel by providing input to operational requirements documents and mission needs statements, participating in preliminary systems reviews, observing and participating in materiel field tests, establishing payload requirements and prioritizations, and representing INSCOM at the Intelligence and Electronic Warfare Technology Assessment Center.

ITRADS works with the Office of the Chief of Military Intelligence coordinating such issues as MOS mergers, new and restructured MOS's, and additional skill identifiers.

An additional ITRADS function is to maintain a file on each of the



ITRADS action officers, Capt. Hans Stiehland and Maj. Kathleen Heaney review a briefing.

INSCOM brigades; the files contain copies of the units' command briefings and other valuable information and are available to INSCOM unit-bound soldiers in school at Fort Huachuca. This provides information about their unit and its mission while they're still at Fort Huachuca and allows them to ask intelligent and pertinent questions of their instructors. ITRADS also serves as a point of contact for INSCOM units and soldiers in residence at any Intelligence Center course.

ITRADS' presence at Fort Huachuca saves INSCOM time and money, provides expertise, and facilitates interface between headquarters INSCOM and the Intelligence Center. When there is an intelligence issue at Fort Huachuca, ITRADS is involved and looking out for INSCOM's interests and its soldiers. ✠

Master Sgt. Quinn is an ITRADS action officer who concentrates on enlisted issues at Fort Huachuca, Ariz.

See the World on AMC, Avoid High Travel Costs

By Master Sgt. Linda Lee

One military benefit has gotten cheaper and better. Except for federal inspection fees, some taxes and in-flight meals, space-available travel on DoD aircraft is free.

Air Mobility Command will no longer charge a passenger fee, said Maj. James Zupan, chief of passenger and traffic management for the command.

"All uniformed members, active and retired, of the DoD components are eligible for space-available travel," said Zupan. Four categories determine who flies first, he explained. Category 1 ensures emergency leave travelers move first. Category 2 is those traveling on leaves or passes other than emergency, like regular, re-enlistment or environmental and morale.

Category 3 includes permissive temporary duty travel, secondary school dependents and Department of Defense Dependent Schools teachers traveling in an environmental and morale leave status, while Category 4 covers military retirees, reservists and active-status reservists.

Keep in mind that family members do not have space-available travel eligibility within the United States, he said. They may, however, travel on the domestic leg segments of an international flight at the beginning or end of the flight.

For example, a flight originates in Europe with a final destination of St. Louis and a stopover in New York. The family member may continue on to St. Louis, Zupan said. The restrictions are the same if the flight originates in the United States.

Also, dependents cannot travel on space-available flights without their sponsor except in the case of emergency or environmental and morale leave.

Retirees and family members cannot use space-available travel for personal gain or in connection with employment or a business.

A point to remember when flying space available is that the number of vacant seats depends on official duty travelers and cargo, he said. Whether an individual gets on a specific flight also depends on the individual's category, date and time of sign-up on the Space-A register and how many other people are registered.

Travelers remain on the register for 45 days or until the end of their leave order or authorization, said Zupan.

The requirement for revalidation has been canceled, as has the requirement to show up at every Space-A roll call. If you miss a roll call now, he explained, your name is not taken off the list. Any change or addition to the original registration will have a new date and time, though.

Instead of signing up for five specific destinations, an individual can choose up to five countries. This gives the person an even better chance of getting on a flight. There is also the "all" register, which makes the individual eligible for all flights leaving that installation, no matter where the destination.

A space-available traveler who gets bumped at any point en route can reregister, with the date and time adjusted to reflect the original registration, said Zupan.

To make travel easier, have all the required inoculations and paperwork, like visas and passports, for the country you're planning to visit.

Checked luggage is limited to two pieces, 70 pounds each, not exceeding 62 linear inches each in size. Hand-carried baggage must fit in the overhead compartment or under the



seat. Families may pool their baggage allowances, Zupan said. However, on some small aircraft, luggage may be limited to 30 pounds total. Have funds available to pay for meals and lodging and, if necessary, for commercial transportation in case of delays, cancellations or other problems. In addition, most Air Mobility Command passenger terminals close at night, which may require a stay on the local economy.

Remember to check the specific service's policy on wearing uniforms on space-available flights. "The services determine the policy for their members," said Zupan.

A couple of general tips: Use military airlift ports instead of commercial gateways, be flexible in choosing a destination, and travel at times other than holidays and summer months.

"At any time during your Space-A journey that you have a question or difficulty, definitely pursue your concern until you are satisfied," said Zupan. Do not hesitate to ask for the shift supervisor or duty officer, he added.

Zupan recommended calling the terminal 30 to 60 days before traveling. Restrictions, current schedules, registration times and backlogs should be available then. As military bases close and missions are cut back, seats may be harder to come by, so it's important to have up-to-date travel information.

For specific information on flights, times and availability, call passenger operations at one of the following installations:

→ Andersen Air Force Base, Guam: DSN 366-5165

→ Andrews Air Force Base, Md.: DSN 858-6198 commercial (301) 981-6198

→ Aviano Air Base, Italy: DSN 632-7680

→ Charleston Air Force Base, S.C.: DSN 673-3082/3083 commercial (803) 556-3082/3083

→ Charleston International Airport, S.C.: DSN 673-5794/5 commercial (803) 767-0588

→ Christchurch, New Zealand: commercial 583-077

→ Diego Garcia: DSN 870-4132, ext. 2407

→ Dover Air Force Base, Del.: DSN 445-2854/4077 commercial (302) 677-2854/4077

→ Elmendorf Air Force Base, Alaska: DSN 552-4616 commercial (907) 552-4616

→ Guantanamo Bay, Cuba: DSN 564-4063, ext. 6408

→ Hickam Air Force Base, Hawaii: DSN 430-0111 (ask for 449-1270) commercial (808) 449-1270

→ Howard Air Base, Panama: DSN 284-4306/5758

→ Incirlik Air Base, Turkey: DSN 676-6424

→ Kadena Air Base, Japan: DSN 634-1281/4462

→ Keflavik, Iceland: DSN 450-1730, ext. 6139

→ Kunsan Air Base, Korea: DSN 782-5403

→ Lajes Air Base, Azores: DSN 725-1410, ext. 3227/3282

→ Lambert-St. Louis International Airport, Mo.: DSN 693-6269/6270 commercial (314) 263-6269/6270

→ Los Angeles International Airport, Calif.: DSN 833-0715/0716 commercial (213) 363-0715/0716

→ McChord Air Force Base, Wash.: DSN 984-2657 commercial (206) 984-2657

→ McGuire Air Force Base, N.J.: DSN 440-3078 commercial (609) 724-3078

→ Misawa Air Base, Japan: DSN 226-3300

→ Naples, Italy: DSN 625-5240

→ Norfolk Naval Air Station, Va.: DSN 564-4148 commercial (804) 444-4148

→ Osan Air Base, Korea: DSN 784-6089/5571

→ Patrick Air Force Base, Fla.: DSN 854-5631

→ Philadelphia International Airport, Pa.: DSN 443-5640 commercial (215) 897-5642

→ RAAF Richmond, Australia: commercial 045-781300

→ RAF Mildenhall, U.K.: DSN 238-1854

→ Ramstein Air Base, Germany: DSN 480-2433

→ Rhein-Main Air Base, Germany: DSN 330-7476/7477

→ Roosevelt Roads, P.R.: DSN 831-4383/4263 commercial (809) 865-2000, ext. 4383

→ Rota Naval Air Station, Spain: DSN 727-2973

→ Scott Air Force Base, Ill.: DSN 576-4042/1854 commercial (618) 256-4042/1854

→ Sigonella Airport, Sicily: DSN 624-5576/5612

→ Torrejon Air Base, Spain: DSN 723-5439/8428

→ Travis Air Force Base, Calif.: DSN 837-1854/1892 commercial (707) 424-1854/1892

→ Yokota Air Base, Japan: DSN 225-7119/9466.

Master Sgt. Lee is a writer with the American Forces Information Service.

INSCOM Soldiers ~~Survive~~ Surmount 'Prop Blast' Challenge

By 2nd Lt. Sibyl V. McMillon

"Sir, Blastees Clark and McMillon respectfully report to the President of the Board and very meekly and humbly request consideration for acceptance into the Traditional Order of Prop-Blasted Jumpers!"

On Sept. 10, 1993, these words rang loud and clear from the mouths of two INSCOM soldiers who participated in the time-honored tradition of Prop Blast, conducted by the 525th MI Brigade at Fort Bragg, N.C. Prop Blast, an annual event conducted by airborne units, is a rite of initiation for airborne officers; surviving it is essential to becoming *truly* airborne.

The two motivated INSCOM soldiers, Capt. Audrey Clark and 2nd Lt. Sibyl McMillon, are assigned to the Fort Bragg Intelligence Support Element (Airborne), part of the 513th MI Brigade. Their unit provides support to XVIII Airborne Corps, so it was only

fitting that these soldiers meet the challenge of Prop Blast.

The day started at 6:30 a.m. when our two heroines were ceremoniously nicknamed "Ren" and "Stimpy," a light-hearted allusion to the Nickelodeon cartoon characters of the same name. Following the ceremony, several long hours of vigorous physical activity were marked by muscle failure, fireman's carries, litter relay races, group pushups, rucksack marches, muscle failure, obstacle courses, rucksack marches and more muscle failure. Then came a series of strictly graded exits from the 34-foot tower, complete with hazing by previously-blasted jumpers. Our muddy and soggy INSCOM soldiers then conducted their final rucksack march to the Prop Blast initiation site, where the fun was only beginning.

After going through pre-jump preparations and chuting up with full combat equipment, our heroines were unaffected by the prop-blasted offic-

ers' attempts to make them quit. After several more mock door exits, our fearless soldiers braved a battery of questions, which, upon answering correctly, entitled them to drink from Pattison's Pail, the drinking vessel that is the hallmark of the 525th MI Brigade's prop blast tradition.

By successfully imbibing the vile contents of the pail, Clark and McMillon completed their initiation into the Traditional Order of Prop-Blasted Jumpers. Their names are now registered in the 525th MI Brigade's Prop Blast Roster and will go down in history as two members of INSCOM worthy enough to meet the prop blast challenge.

AIRBORNE! ✕

2nd Lt. McMillon is with the Intelligence Support Element, 297th Military Intelligence Battalion, Fort Bragg, N.C.



Photo by Capt. Kris Vlahos

(Below) Capt. Audrey Clark (right) and 2nd Lt. Sibyl McMillon (third from left) enjoy a refreshing swim at the obstacle course in the Prop Blast initiation rites.

704th MI Brigade Takes on the Hazard Communication Program

By Nancy L. Robinson

The personnel at the 704th Military Intelligence Brigade, Fort George G. Meade, Md., can read and understand an MSDS! No, that's not a top secret document. It's a material safety data sheet, and its use is explained in a hazard communication training class.

As part of the 704th's safety program, all of our personnel will be able to ascertain what a hazardous chemical material is and what safety precautions should be taken to safely utilize that material.

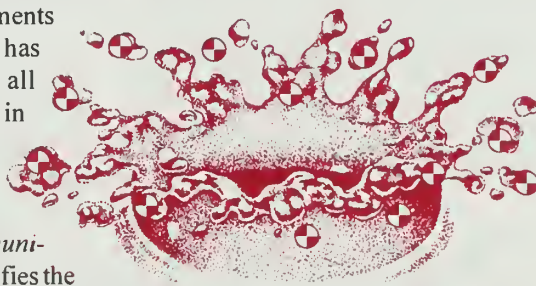
The purpose of the HAZCOM training program is to ensure that all personnel are aware of their rights under the Safety and Occupational Health Act's Hazard Communication Standard; that they are instructed in the use of, and information contained on, hazardous labels and MSDSs; and that they know how and where to gain access to this information. To institute this program, all safety representatives received a hazard communication "Train-the-Trainer" class in September 1992. In turn, these safety representatives returned to their respective units to train their personnel.

Classes are on-going. Once all personnel have received this training, classes will be given periodically for new arrivals. In addition, new personnel coming into a work area will be given a briefing on the hazardous chemicals in their particular area.

Even if your position is not considered a "hazardous" one, this training program offers valuable information on how to deal with these materials. Any material bearing the words "caution," "warning," or "danger," is considered hazardous. How often do you see these words on items you use?

In following the requirements for this program, each battalion has completed an inventory of all HAZCOM materials. Posted in each work area is a material safety data sheet for each item and USAINSCOM's Regulation 385-3, *Hazardous Communication Plan*. Each MSDS identifies the chemicals, their properties, ways to control them and, if exposed, safety procedures to follow.

The personnel at the 704th MI Brigade understand the importance of safety and the HAZCOM program. They know what chemicals are in the workplace, what hazards are involved,



and how to respond to and avoid exposure. ☘

Ms. Robinson is the safety officer at the 704th MI Brigade, Fort George G. Meade, Md.

NCO

From page 6

For example, the drawdown affects more than a few. Practically every soldier in the Armed Forces will feel the effect through an early permanent change of station move, loss of services or an unexpected drop in need for your military occupational specialty or any number of things.

We are back to the attitude. Take

the professional attitude. When things aren't going well for you or your unit, work harder to turn things around—to make things better. You have to have courage to change things that aren't right or at least attempt the change. If you don't, you let yourself, peers, subordinates and your chain of command down.

Professionalism is serving your country proudly and serving your country well. ☘

Staff Sgt. Almquist, Headquarters and Headquarters Company, 204th MI Battalion, 66th MI Brigade in Augsburg, Germany, is INSCOM's NCO of the Year.



American Soldiers —

Defending Freedom During the Holiday Season — 1775 to Present

Submitted by the INSCOM History Office

Traditionally, the holiday season has been a time of good cheer, parties, presents, good food, religious observances and family reunions. Millions of Americans, however, have spent their holidays in far grimmer environments. It might be appropriate to remember how soldiers who have gone before us spent the holiday season defending freedom.

❖ New Year's Eve, 1775

In the early stages of the American

Revolution, a small expeditionary force of American troops makes a bold attempt to capture Quebec, Canada. Attacking in a driving snowstorm, the troops are beaten back, and their commander killed. Canada will remain part of the British Empire.

❖ Christmas Day, 1776

Gen. George Washington leads the troops of the Continental Army across the frozen Delaware River to smash a force of Hessian mercenaries at Tren-

ton, N.J. The victory gives new life to the American Revolution.

❖ Christmas Day, 1779

Starving and almost naked, the troops of the Continental Army endure a grim Christmas at Morristown, N.J. in one of the darkest periods of the Revolution. Wrote one officer, "Those who have only been in Valley Forge ... know not what it is to suffer."

❖ New Year's Eve, 1863

As the American Civil War drags on, the Battle of Stone's River begins

in Tennessee. At the close of day, historian James McPherson tells us, "... the darkness ... descended on a scene filled not with the sound of music but with the cries of wounded men calling for help." The Union Army of the Cumberland takes 31 percent casualties.

✱ Christmastide, 1864

Union general William Tecumseh Sherman captures the major southern port of Savannah, Ga., and sends Washington the news he is now able to give "... a Christmas present to the nation."

✱ Christmas Day, 1900

It is not a merry Christmas for the 70,000 American soldiers in the Philippine Islands, as a bitter counterinsurgency campaign against Filipino guerrillas continues. In a few months, however, they will see light at the end of the tunnel, when a raiding party manages to capture Philippine guerrilla leader Emilio Aguinaldo.

✱ New Year's Day, 1919

Victorious American soldiers of the Third Army celebrate the occasion in the Rhineland as they occupy western Germany, in conjunction with other

allied powers, to enforce the terms of the Armistice agreement ending World War I.

✱ Christmas Eve, 1944

Soldiers of the 82d Airborne Division shake hands all around in Bastogne, Belgium, as they await the climactic German assault in World War II's Battle of the Bulge.

✱ Christmas Day, 1950

Gen. Matthew Ridgway arrives in Tokyo to take command of the Eighth Army in Korea. U.S. troops were still reeling from the effects of a massive and unexpected Chinese intervention into the Korean War. His mission would be to snatch victory from the jaws of defeat. The next day, he announces to his soldiers, "You will have my utmost. I will expect yours."

✱ New Year's Eve, 1967

From the rooftop terrace of the Rex Hotel in Saigon, officers of the Military Assistance Command, Vietnam, watch parachute flares fall over Ton Son Nhut Airfield during a New Year's truce in the Vietnam War. The next truce was scheduled for the Vietnamese New Year — Tet. But instead

of a truce, U.S. troops would encounter a massive — and deadly — enemy offensive.

✱ New Year's Day, 1991

At their headquarters in Eskan Village on the outskirts of Riyadh, Saudi Arabia, soldiers of INSCOM's 513th MI Brigade await the orders that will launch the U.S. Army into its greatest conflict since Vietnam — Operation Desert Storm, the liberation of Kuwait.

✱ Christmas Day, 1992

Spearheading a humanitarian relief effort in famine-stricken Somalia, soldiers of the 10th Mountain Division make do with meals-ready-to-eat as they work through the holiday.

✱ Holiday Season, 1993

As the 1993 holiday season approaches, Americans are once again far from home, defending the forces of freedom. Among them, scattered worldwide, are INSCOM soldiers. As the season of peace on earth arrives, let us remember the extraordinary sacrifices of all American forces, who so often have been called upon to leave the comfort of home during the holiday seasons of the past — and the present. ✧

'Farmer Joe' Visits Markham School

Farmer Joe, a.k.a. Capt. Bruce A. Baehre of SIGINT Special Programs and Operations Division, recently paid a visit to Betty Kishter's second grade class at Markham Elementary School at Fort Belvoir, Va., where he read *Farmer Joe's Hot Day* to the students.

Baehre coordinated the event with reading teacher Martha Wilkins, as part of "Come as Your Favorite Storybook Character Day," Markham's alternative to Halloween celebrations.

Baehre's dramatic reading, complete with costume changes to match the story, was thoroughly enjoyed by the students. "He has hidden talents we didn't know about," Wilkins said.

INSCOM Headquarters has "adopted" Markham Elementary, which serves kindergarten through third grade, as part of Fort Belvoir's Adopt-A-School Program. ✧



Photo by Sue-Simone Hennen

PERSCOM Fine-Tunes Enlisted Early Retirement Program

Quotas in some enlisted military occupational specialties and grades have been met, while others have been expanded, affecting eligibility requirements for the fiscal year 1994 enlisted early retirement program.

Soldiers who are approved for early retirement must depart active duty by Aug. 31, 1994, but not earlier than the date they attain 15 years active federal service, and not earlier than 90 days from the date of application.

Soldiers approved for early retirement will receive the same benefits as those retiring at 20 or more years, except that their retire-

ment pay will be reduced proportionally.

The retired pay formula is 2.5 percent of the base pay amount multiplied by the number of years served and a reduction factor. The reduction factor is calculated as: one minus one-twelfth of one percent for each full month short of 240 months. Local finance and accounting offices can provide soldiers with an estimate of their retired pay.

Eligible enlisted soldiers must be on active duty in the regular Army and meet the same requirements as 20-year retirement eligibility. Soldiers with a bar to reenlistment or who have signed a declination of continued service statement and completed more than 18 years' active federal service may apply regardless of rank or specialty.

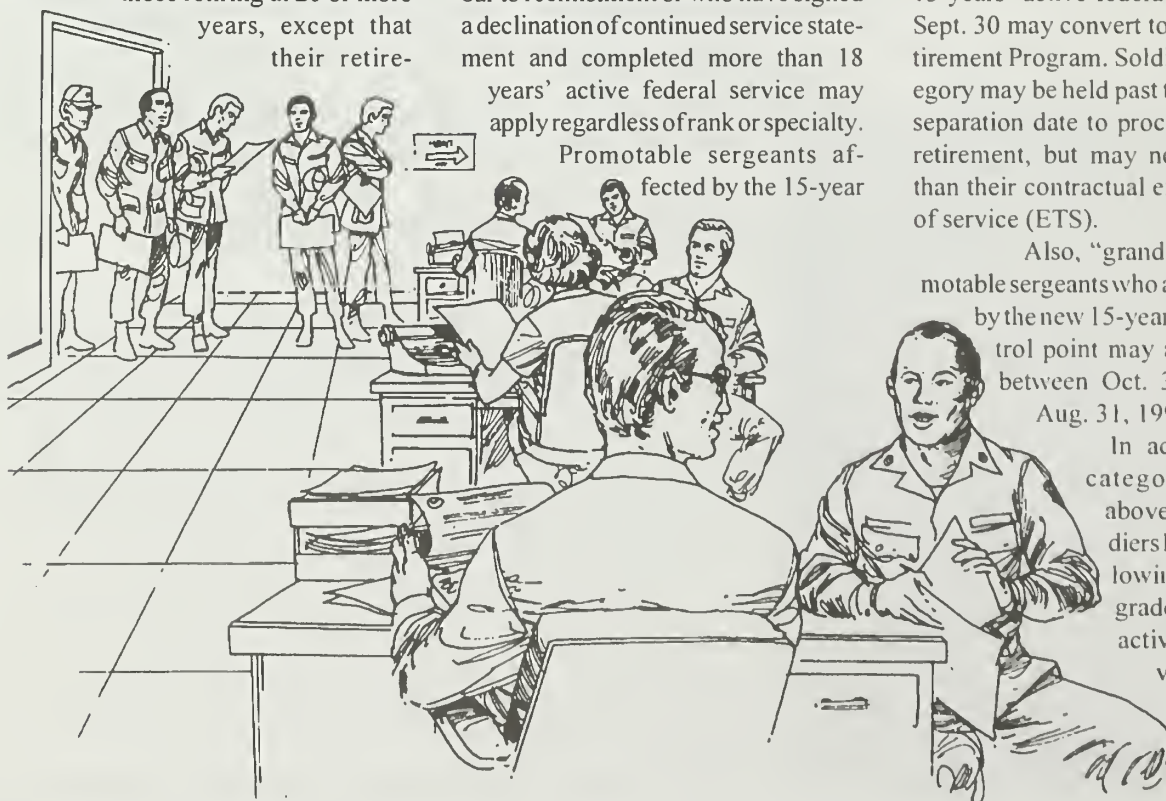
Promotable sergeants affected by the 15-year

retention control point, which went into effect Oct. 1, may also apply. Those soldiers — with basic active service dates between Oct. 1, 1978, and Sept. 30, 1979 — must retire the last day of the month in which they attain 15 years' active federal service. Only involuntary separation pay will be provided to those soldiers who do not voluntarily retire and are separated upon reaching their retention control point.

Promotable sergeants with approved Voluntary Separation Incentive and Special Separation Benefit Program requests who will have at least 15 years' active federal service as of Sept. 30 may convert to the Early Retirement Program. Soldiers in this category may be held past their approved separation date to process their early retirement, but may not stay longer than their contractual expiration term of service (ETS).

Also, "grandfathered" promotable sergeants who are not affected by the new 15-year retention control point may apply to retire between Oct. 31, 1993, and Aug. 31, 1994.

In addition to the categories listed above, enlisted soldiers holding the following specialties, grades and years of active federal service are eligible for early retirement:



Minimum Years			Minimum Years		
MOS	Grade	Active Fed. Service	MOS	Grade	Active Fed. Service
*00R	SFC	15 (retention only)	*67H	SFC	15
*11B	SSG	15	*67N	SSG	16
*11B	SFC	17	*67R	SSG	17
*11M	SSG	15	*67R	SFC	18
*11M	SFC	15	*67Y	SSG	16
*12C	SSG	16	*71D	SSG	16
*12C	SFC	15	*71G	SSG	15
*13R	SFC	15	*71L	SSG	15
14D	SSG, SFC	15	*71M	SSG	15
16D	SSG, SFC	15	*73C	SSG	15
16E	SSG	15	*74F	SSG	15
*18B	SFC	15	*74F	SFC	18
*18C	SFC	18	*75C	SSG	16
*18E	SFC	15	75E	SSG	15
*18F	SFC	18	*76J	SSG	15
*19D	SSG	16	*82C	SFC	15
*19K	SSG	17	*91B	SSG	15
23R	SSG, SFC	15	*91G	SSG	15
24H	SSG, SFC	15	92A	SSG	15
24K	SSG, SFC	15	*92A	SFC	17
24M	SFC	15	*92Y	SSG	15
24N	SFC	15	*92Y	SFC	17
24R	SFC	15	*93C	SSG	15
27F	SSG	15	*93C	SFC	17
27G	SSG, SFC	15	*95B	SFC	17
27H	SSG, SFC	15	*96B	SSG	16
27J	SSG, SFC	15	*96R	SSG	17
27K	SSG, SFC	15	*97E	SFC	15 (CX, GM, HU, PL languages only)
*29W	SFC	17	97G	SSG	15
*31U	SFC	16	98G	SSG	15 (GM, RU langs. only)
*33Y	SSG	15	*98G	SFC	15 (CX, GM, KP, RU langs. only)
*33Y	SFC	17	98J	SSG	18
*35H	SSG	15	98K	SSG, SFC	18
*35H	SFC	17			
39D	SSG	15			
42C	SSG	15			
*42D	SSG	17			
*43E	SFC	16			
44E	SSG	16			
*51H	SFC	17			
*52D	SSG	16			
*54B	SFC	17			
*55B	SSG	15			
*55B	SFC	17			
55G	SSG, SFC	15			
*62B	SSG	17			
*62B	SFC	17			
*63B	SSG	15			
*63B	SFC	15			

* Modified eligibility requirement

Soldiers are ineligible for the early retirement program if they —

■ receive an approved separation or discharge under other-than-honorable conditions; or

■ are pending trial by courts-martial or under investigation for Uniform Code of Military Justice offenses which

the immediate commander believes might result in trial by court-martial; or

■ receive approved separation or discharge under honorable conditions with less than 18 years' active federal service on their separation or discharge date; or

■ have been convicted by courts-martial and sentenced to a punitive discharge but the sentence is not yet final, or have cases pending convening authority action, or are confined as a result of courts-martial; or

■ have not been medically cleared by the requested retirement date; or

■ are under suspension of favorable personnel actions, otherwise known as "flagged."

Flagged soldiers interested in early retirement may request a waiver through their chain of command.

Ineligibility also applies to soldiers who have signed declination of continued service statements and those who are barred from reenlistment, except those who have more than 18 years' active federal service and those promotable sergeants with at least 15 years.

Applications for early retirement should be submitted as soon as possible, due to the processing time required and the limited number of allocations, officials said.

For more information on early retirement eligibility or application procedures, INSCOM soldiers should contact their unit personnel section. ✕

This article was supplied by the Army News Service.

Coming Soon to an Office Near You — Command Security Inspection Team

The INSCOM Deputy Chief of Staff for Security has an established the Command Security Inspection Program. The main purpose of the CSIP is to identify and document strengths and weaknesses in INSCOM security programs, and to provide guidance and training to assist command security managers and S2s in the effective management of their programs.

Most INSCOM major subordinate commands are scheduled for inspection on a biannual basis. However, short-tour areas are inspected annually. To ensure that all MSCs have recently been visited, they have been scheduled for the CSIP between Aug. 30, 1993, and Feb. 17, 1995.

CSIP inspections are not normally performed on units below the MSC level. However, special inspections or inspections of subordinate units may be requested at any time by the MSC commander.

The CSIP is not intended as a fault-finding exercise. The inspection

team emphasizes the identification of strengths and weaknesses, because balanced inspections better serve the enforcement and teaching of standards. The inspectors seek a balance between compliance orientation and issue orientation in its inspection methodology. They identify areas that need to be addressed by both the inspected command and the DCSSEC. The CSIP team is there to help, because when the MSC security programs are working well, it also means that the DCSSEC is accomplishing its mission.

The following areas of security are closely inspected during the CSIP: personnel, information, operations, physical and telephone security, SCI management, foreign disclosure, control of compromising emanations (TEMPEST), and security education and awareness.

The CSIP program also provides an opportunity for the DCSSEC to visit MSCs and get to know who the security personnel are, how the command oper-



ates and what the DCSSEC can do to help each unit better manage their security programs.

The DCSSEC CSIP team looks forward to visiting all INSCOM MSCs in the coming months. ✕

Submitted by INSCOM's Office of the Deputy Chief of Staff for Security.

CHANGES

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do everything we can to protect you and your jobs. Third, despite all the cuts and changes, we have retained and, in fact, improved upon the critical capabilities we need to provide responsive support to Army commanders. And fourth, a force projection Army must have an INSCOM to maintain the seamless intelligence architecture so essential to providing responsive intel-

ligence support to commanders at all echelons across the operational continuum. The bottom line is that while change may be occurring faster than ever before, and constant change may become a permanent part of our life, we are going to stay relevant, with people, systems and organizations that provide the capabilities and support that our Army and our nation need.

As we go into this holiday season, all of you have my deepest respect and gratitude for what you are doing every day. My wife, Bebe, joins me in wishing each of you and your families a most joyous, happy and safe holiday season.

God bless you all! ✕

Act Offers Civilian Employers Dollars To Train Veterans

By Master Sgt. Linda Lee

The Defense Department and two other government agencies are working to offer companies incentives to hire and train veterans.

A new veterans job training program, established under the *Service Members Occupation and Conversion Training Act of 1992*, should help individuals find long-term employment, said Robert Stein, DoD's director of transition support and services.

Administered by DoD and the departments of Labor and Veterans Affairs, the program offers employers with approved training programs up to \$10,000 toward an eligible veteran's wages during job training. Reimbursement for an eligible veteran with 30 percent or more disability can be up to \$12,000.

Servicemembers must meet a number of requirements to qualify. Veterans are eligible if they have been

discharged since Aug. 2, 1990. They must have served on active duty for at least 90 days or have been released from active duty at any time because of a service-connected disability.

Veterans must be in an unemployed status for at least eight of the 15 weeks before applying for the program, said Stein. In addition, they must have primary or secondary military skills that are not easily transferred to the civilian sector.

Applications must be submitted by Sept. 30, 1995, he said.

Approved training programs must run between six and 18 months in a field that provides a reasonable chance at stable, long-term employment, said Stein. Some types of prohibited programs include training for employment where commissions are the primary source of income, employment involving political or religious activities and employment outside the United States, its territories or Puerto Rico.

Training for employment with any federal agency or department, and employment which is seasonal, intermittent or temporary is also prohibited.

According to Stein, a veteran's eligibility continues until he or she completes a job training program.

For more details, an application form and assistance, contact the nearest employment, job service or Veterans Affairs regional office, or call the VA's national toll-free number, (800) 827-1000. The Department of Labor can be reached at (202) 219-9116. The address is:

**Veterans Employment,
Reemployment & Training
Dept. of Labor
200 Constitution Ave., NW
Washington, D.C. 20210** ✕

Master Sgt. Lee is a writer for the American Forces Information Service.



ITAC's Top NCO

"Disciplined, professional, possesses outstanding military bearing, and a soldier's soldier." Any noncommissioned officer would be proud to be described as having these qualities. Sgt. Shawn A. Alley, an intelligence analyst with the U.S. Army Intelligence and Threat Analysis Center in Washington, D.C., exhibits these qualities and many more.

In addition to her regular duties as a terrorism analyst in ITAC's counterintelligence and terrorism division, Alley, over the past several years, has participated in numerous boards at the



Sgt. Shawn A. Alley

local level and higher. She has fared extremely well against her peers. This is evidenced by the following awards: ITAC NCO of the Year (1992 & 1993); Headquarters Command NCO of the Quarter (1992); and Fort Myer NCO of the Quarter (1993). Of particular note, in becoming the Fort Myer NCO of the Quarter, she beat out, among other competitors, the NCO of the Quarter from the elite 3rd U.S. Infantry, "The Old Guard," stationed at Fort Myer.

Alley loves the competition and feels these experiences will help her in

her military career. ITAC salutes Alley for her accomplishments and a job well done.

(Mr. Thomas F. Law, ITAC)

FSC Holds Fundraiser

In an effort to aid the midwest flood victims, the U.S. Army Field Support Center donated over \$365 to the American Red Cross on Sept. 29. Sgts. 1st Class Megan Ayres and Bob Edwards presented the money to Anita Black, station manager of the American Red Cross at Fort George G. Meade, Md., and Stanley L. Perdue, regional director.

"We have (unit) members that come from the midwest, and we felt that we needed to do something for them," said Ayres.

Ayres and Sgt. Cora Smalls organized a car wash to raise money for the midwest disaster relief fund. Thirty people — military and civilian, officers and enlisted — washed cars on Sept. 20. The car wash brought in \$230, and the remainder of the money came from donations.

"Even though the floodwaters have receded for the most part," said Black, "the clean-up is ongoing." The Red Cross was pleased to receive the funds.

(U.S. Army Field Support Center)

524th Golfer DoD's Best

Capt. Kimbra Patterson, a six-time All-Army golf champion, captured the title for best female golfer at the 1993 Armed Forces Golf Tournament in September. Patterson defeated two others to win the tournament at Tyndall Air Force Base, Fla. This was her fourth trip to this tournament.

Arriving in Korea shortly after Team Spirit and in the midst of preparations for Ulchi Focus Lens 93,



Capt. Kimbra Patterson

Patterson has had little time to lay aside her S1 (personnel) duties to hit the greens. In fact, Patterson hadn't planned to compete this year at all.

"I wasn't going to ask, because my job is so demanding," she said. "My commander encouraged me to go." The 28-year-old M1 captain has been playing golf since the age of 12, competing on high school and college teams in her native state of Virginia. At present she maintains a handicap of two, which isn't too shabby for someone who learned to play the game by chance.

"I lived near a golf course growing up. Lots of us played (everything but golf) on the golf course," said Patterson. One day one of her brothers was playing around with a golf club, and she asked to take a shot. It was good, and the rest, as they say, is history.

"I really enjoy playing competitively," said Patterson. "I find it very challenging. (Golf) is difficult to learn and to maintain if you don't practice." Patterson's win in the All-Army tournament automatically advanced her to the Armed Forces Tournament.

(Sgt. 1st Class Kiki Bryant, Public Affairs NCOIC, 501st M1 Brigade)

Kirk Takes Command

The soldiers of Alamo Station gathered at the parade field on Medina Annex-Lackland Air Force Base, San Antonio, Texas, on June 4, 1993, for the 748th Military Intelligence Battalion's change of command.

Col. G. Dickson Gribble, 704th MI Brigade commander, officiated at the ceremony, in which the outgoing commander, Lt. Col. Rodney H. Medford, relinquished command to Lt. Col. David C. Kirk.

Medford's 27-month tenure as commander of the 748th MI brought a few notable accomplishments: the institution of a Mission Essential Task List, the support of Operation Desert Shield/Storm with the deployment of 748th soldiers, and the reorganization of the Consolidated Security Operations Center.

Medford leaves the battalion for a student's chair at the National War College in Washington, D.C.



Lt. Col. David C. Kirk

The new commander, Kirk, graduated from the U.S. Military Academy in 1972. After an initial assignment at Fort Lewis, Wash., he was assigned to the 372d Army Security Agency Company in Hawaii, where he served from June 1974 through July 1977.

Kirk commanded the 372d Army Security Agency Company from July 1977 to July 1978. Moving to the National Security Agency, he served as a cryptologic staff officer from July 1979 to July 1982. He returned to West Point in 1985 and instructed mathematics at the military academy until June 1988.

In June 1988, he served as the executive officer of the 307th MI Battalion in Stuttgart, Germany. He also served as the Chief, G2 operations office while assigned to Headquarters, VII Corps from August 1989 to May 1991. He served as Chief, Operations Support Division of the Joint Electronic Warfare Center from May 1991 to June 1993. On June 4, Kirk became Alamo Station's eleventh commander.

Kirk is a graduate of the Infantry Officer Basic Course, the Post-Graduate Intelligence and Junior Officer Cryptologic Career Programs and the Command and General Staff College. He holds a master of arts degree in applied mathematics from the University of Maryland.

Kirk's awards and decorations include the Bronze Star, the Defense Meritorious Service Medal, the Meritorious Service Medal with one oak leaf cluster, the Army Commendation Medal, the Army Achievement Medal, and the Expert Infantryman's Badge.

*(Spc. Michael I. Gonzales-Yi,
748th Military Intelligence
Battalion, San Antonio, Texas)*

501st Officer Saves Korean's Life

A 501st Military Intelligence Brigade soldier's ability to perform first aid was put to a test recently that could have meant the difference between life and death.

On Aug. 23, while travelling from Seoul to Pyongtaek, Chief War-

rant Officer Anthony Veney and Capt. Tommy Thompson gave first aid to a Korean national who was injured in a single-car accident.

According to Veney, he and Thompson had just pulled out of a rest area when they noticed an accident about a half kilometer to the south.

"A car was overturned," said Veney, "and the driver was out of the vehicle. I'm not sure how he did it (got out)." Veney said the man was walking around, apparently in shock and disoriented. Other people were around, but no one appeared to be assisting the injured man.

Veney got out of his truck and went over to the man, pulling him away from the road and urging him to sit down. Using the limited supplies from the truck's first aid kit, he managed to stop the blood flowing from injuries to the man's head and arm.

While Veney provided first aid, Thompson was helping with the overturned vehicle, trying to ensure that it wouldn't explode.

Once he had stopped the man's bleeding, Veney helped him to a highway service vehicle that transported him to a nearby hospital. Veney never learned the man's name, how the accident occurred or the man's condition following the accident. His only concern was to provide care to a person in need.

"The Korean police gave us a lot of 'thumbs up,'" said Veney. "They were really happy with us."

Veney was recognized for his heroics with an Army Achievement Medal.

(Sgt. 1st Class Kiki Bryant, Public Affairs NCOIC, 501st MI Brigade)

Keep Your Holidays Safe

By Master Sgt. Linda Lee

Holiday greenery, wrapping paper and tinsel add to the joy of the holiday season, but can quickly cause tragedy if not used or disposed of properly. To help ensure a safe holiday season, safety officials recommend the following:

Select Fresh Trees

Christmas trees cause an estimated 500 home fires and more than 25 deaths every holiday season, according to National Fire Protection Association safety officials. Trees that are too dry and placed too near radiators or fireplaces can cause fires. Electric lights with frayed wires or plugged into overloaded extension cords and outlets are another frequent hazard.

Christmas tree ornaments can also be dangerous. The U.S. Consumer Product



Safety Commission reports that ornaments caused more than 5,000 injuries over the last holiday season.

If buying a real tree, pick the freshest one available. Fresh trees have a lot of moisture and are less likely to catch fire than dried-out ones. Trees are fresh if their needles are easily bent but can't be pulled out and if they have a strong smell of pine. Also, if giving the tree trunk a hard smack causes a lot of needles to fall off, the tree is too dry.

After bringing a tree home, cut off a couple of inches from the bottom. If the tree is going to be set up right away, place it in a sturdy, widelegged stand filled with water. Check the water level daily, and fill the container when necessary.

If buying an artificial tree, make sure it has been tested for flammability and follow all safety instructions. Consumer safety officials recommend lighting artificial trees with colored spotlights instead of light strings and other electrical decorations.

Both live and artificial trees should be placed away from fireplaces, heaters and radiators, and away from room traffic.

Check Lights

Check electric light strings for safety hazards before using them, and use lights certified safe by the Underwriters Laboratory (UL) or Factory Mutual (FM). Check for broken or split sockets and frayed wires. Discard frayed light strings and replace all burned out or broken bulbs in the string as soon as possible.

Remember to turn off tree lights and other electrical decorations when no one is home or when going to bed.

When using electrical lights for outside decoration, make sure they are designated for outdoor use. Indoor lights aren't weatherproof.

Check extension cords for loose connections or signs of fraying. If the cord is defective, throw it away. Don't plug more than three sets of lights or other electrical decorations into the extension cord. And don't place extension cords under a rug or carpet or where people can trip over them.

Watch children

Dispose of used wrapping paper and other packing materials as quickly as possible. Small children and pets can choke or strangle on string, ribbons and other items. Some gift wraps may contain lead and other toxic materials.

Other tips

- Don't use lighted candles as decorations.
- Keep unsupervised young children and pets away from the tree.
- Keep breakable ornaments and ones that look like candy or food off the tree's lower branches.
- Don't leave a fire unattended.
- Don't burn gift wrapping or packing materials in the fireplace.
- Keep holiday plants out of the reach of young children and pets; many are non-edible and can cause stomach upset or worse.
- Keep a fire extinguisher nearby.

For specific information, check with your installation or local fire department. ✕

Master Sgt. Lee is a writer with the American Forces Information Service.

Driving During the Holidays

Compiled by Spc. Jeanne M. Colby

Planning for a trip does not mean just packing clothes and necessities; it also calls for preparing the car, planning the route, and expecting the unexpected.

During the winter holidays, many people will be taking long trips to see their families. Drivers may have to contend with snow, ice, heavy traffic and fatigue. They are usually careful in adverse weather conditions, but sometimes forget that, during long drives, fatigue and vehicle malfunction can cause fatal accidents.

The U.S. Army Safety Center at Fort Rucker, Ala., makes the following recommendations for vacation driving:

- Use safety belts, even in cars equipped with air bags.
- Adjust speed for road conditions.
- Obey all speed limits. Posted speed limits are maximums set for ideal driving conditions.
- Drive only when sober and alert.
- Ensure adequate rest before trips.
- Switch drivers frequently, before fatigue sets in.
- Take a 10-minute break every two hours.

When planning your trip, inspect your vehicle. Check the steering, brakes, tires, alignment, windows, wipers and fluid, lights and turn signals, exhaust system, battery, belts, hoses, water/coolant, oil, and transmission. Pack a repair kit with spare belts and hoses, extra spark plugs and wrench, sealer, electrical tape and wire, oil, coolant and other engine fluids, extra windshield wiper blades, extra fuses, Phillips and flat head screwdrivers,

and locking pliers. Check your spare tire, and make sure you have a jack and lug wrench. Carry a set of jumper cables, a fire extinguisher, and flares or reflective triangles. Also, for winter driving, don't forget tire chains (if you don't have snow tires), a small shovel, and a bag of sand for traction.

Don't forget to bring drivers' licenses, duplicate car keys, vehicle registration, and insurance cards (personal and vehicle). Bring along medical information for all passengers. Also carry names, addresses, and phone numbers of close neighbors and relatives.

Many emergency situations require stopping on the highway — a practice that can be extremely dangerous. If you must do so, observe the following precautions:

■ If the highway has paved shoulders, signal your intention, pull off at near-traffic speed, then slow down. If the shoulder is unpaved, signal a right-hand turn and slow down to a safe speed before pulling off the paved roadway.

■ In dusk, darkness, or bad weather, leave your low-beam headlights on, and turn on your interior lights and four-way flashers.

■ If you have to stop in a risky location (for example, over the crest of a hill or on a curve), get everyone out of

the car and well away from the traffic.

■ Place a flare or other warning device just behind the car and another at least 300 feet farther back. Check for these before starting to drive away.

■ If you need help, raise the hood and tie a white cloth to the antenna or drivers' door handle.

Driving through water or in heavy rain or snow can result in three major problems: engine

drownout, brake failure, and possible loss of vehicle control. Before crossing a flooded road, know the depth of the water; otherwise don't cross it. Every year, people drown trying to drive across flooded roads.

If you drive through a deep puddle, water can be thrown up into your engine compartment and cause the car to stall due to moisture on the spark plug wires, coil or distributor.

If your car stalls, coast to the side of the road and wait for the engine to dry out. If you know the parts of your car's electrical system, use a dry rag to wipe the plugs, wires, coil, and the inside of the distributor cap.

After moving through water, your brakes may have lost their stopping power due to submersion. Apply the brakes lightly while driving to dry out the linings and other components.

Planning the trip is much more than packing clothes and necessities. Plan for the unexpected. ❖

This story was compiled from information provided by the U.S. Army Safety Center, Fort Rucker, Ala., and Virginia Department of Motor Vehicles, Richmond, Va.

Use Caution in Winter Exercising

By Master Sgt. Linda Lee

Some people settle in for the winter and turn into couch potatoes until the spring thaw. They drop running and other cardiovascular exercises. Then, come spring, they try to get into shape fast.

Don't let inclement weather keep you away from exercising outdoors this winter, said Brig. Gen. Raymond T. Roe. A marathoner and long-distance runner for more than 30 years, Roe is commander of the Army's Community and Family Support Command.

"Mother Nature shouldn't dictate what you do or don't do," said Roe. "If you follow a few simple steps, you shouldn't have any trouble. Common sense has to take charge, like, don't run on ice."

Officials at the President's Council on Physical Fitness and Sports warn runners to watch out for dehydration, windchill, hypothermia and frostbite. Most people associate dehydration with exercising in warm weather, but it can occur just as easily in cold. Cold air is often dry, and people lose water by breathing and perspiring. Drink plenty of water or fluids while exercising to avoid it.

Windchill is double trouble, said Roe. It can cause both hypothermia and frostbite. Windchill measures the cooling power of temperature and wind as they hit exposed skin.

Average normal body temperature is 98.6 degrees Fahrenheit.

Hypothermia begins when the body's core temperature falls below its normal level. Just a few degrees below normal can cause a coma, cardiorespiratory failure or even death.

Hypothermia can result from a simple thing like sweat. If a person is running and becomes sweaty, said Roe, the clothes become wet, losing about 90 percent of their insulating value. The wind hits the clothes, driving cold air straight through to the person's body.

Frostbite affects exposed or wet skin, especially the ears, nose, cheeks, fingers and toes. It can damage or even freeze the skin and what's below it. Frostbite can cause sensory loss, scars, arthritis and increased sensitivity to the cold.

A simple way to ward off hypothermia and frostbite is to dress appropriately. Wear layered clothing, because the layers trap heat between them. The outer layer should be water resistant and wind-proof.

Remember to start exercising or running a little cool, wearing lighter clothing than temperatures may seem to warrant. This is because the body

generates a lot of heat, and a person can become too warm.

A hat is mandatory, because a person loses a lot of body heat through the head. It also helps protect ears from frostbite. The president's council recommends a wool watch cap or ski cap.

Runners should also wear gloves or mittens to protect fingers and hands from frostbite. In addition, people exercising outside should wear scarves over their mouths to help prevent respiratory problems and the shock of cold, dry air being drawn into their mouths and lungs as they breathe. An alternative is to breathe only through the nose.

"Always leave yourself an escape route to safety when you run or exercise in inclement or cold weather," said Roe. "Know where there's a shelter, a house or telephone nearby if you should get into trouble. Don't go so far that you can't get help if you need it." ❄

Master Sgt. Lee is a writer for the American Forces Information Service.

Just How C-C-C-Cold Is It?

Wind Chill Table

Wind Chill Table																		
Source: National Oceanic and Atmospheric Administration																		
Degrees Fahrenheit	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45	
Wind MPH	Wind Chill Index: (Equivalent temperature) Equivalent in cooling power on exposed flesh under calm conditions																	
0	35	30	25	20	15	10	5	0	-5	-10	-15	-20	-25	-30	-35	-40	-45	
5	33	27	21	16	12	7	1	-6	-11	-15	-20	-26	-31	-35	-41	-47	-54	
10	21	16	9	2	-2	-9	-15	-22	-27	-31	-38	-45	-52	-58	-64	-70	-77	
15	16	11	1	-6	-11	-18	-25	-33	-40	-45	-51	-60	-65	-70	-78	-85	-90	
20	12	3	-4	-9	-17	-24	-32	-40	-48	-52	-60	-68	-76	-81	-88	-96	-103	
25	7	0	-7	-15	-22	-29	-37	-45	-52	-58	-67	-75	-83	-89	-96	-104	-112	
30	5	-2	-11	-18	-26	-33	-41	-49	-56	-63	-70	-78	-87	-94	-101	-109	-117	
35	3	-4	-13	-20	-27	-35	-43	-52	-60	-67	-72	-83	-90	-98	-105	-113	-123	
40	1	-4	-15	-22	-29	-36	-45	-54	-62	-69	-76	-87	-94	-101	-107	-116	-128	
45	1	-6	-17	-24	-31	-38	-46	-54	-63	-70	-78	-87	-94	-101	-108	-118	-128	
50	0	-7	-17	-24	-31	-38	-47	-56	-63	-70	-79	-88	-96	-103	-110	-120	-128	

(Wind speeds greater than 40 mph have little additional chilling effect.)

Both temperature and wind affect the heat loss from the surface of the body. The effect of these two factors is expressed as an "equivalent temperature", which approximates the still-air temperature which would have the same cooling effect as the wind and temperature combination.

Beware of Social Drinking

By Dr. Thomas F. Ditzler, Dr. Michael A. Kellar and Mr. Phillip L. Wong

Consumption of alcoholic beverages is a traditional part of socialization in many cultures, including our own. For most Americans, drinking moderate amounts of alcohol is a normal part of the cultural fabric which adds to the enjoyment of life.

For others, however, alcohol consumption leads to alcoholism, a disease in which drinkers become unable to predict and control their drinking.

Alcoholism afflicts at least 18 million Americans. It is a major public-health problem requiring specialized treatment. For alcoholics, one drink is too many, and a million is not enough.

Interestingly, many social drinkers find that it is not always easy to tell how much is enough for them. Many people who would not be diagnosed as alcoholic can recall episodes when alcohol consumption was associated with accidents, embarrassing behavior, poor decisions or other negative consequences.

The question "how much is too much" is answered in different ways by different groups. Cultural, racial, religious and biological factors all play an interactive role in determining the point at which social drinking becomes a problem.

"How much" may be less important than "what happens." Research tells us that the following questions may help in determining whether alcohol is a source of problems:

■ Can you stop drinking when you want to? Some people find they consume more alcohol than they had originally intended. They may also find it

necessary to consciously exert great efforts to stop drinking after one or two.

■ Is your drinking associated with interpersonal problems? Alcohol's effects "disinhibit" normal social controls in the brain. For some people, arguments, fights or relationship problems are a clue that alcohol is a problem.

■ Have you had health concerns related to alcohol consumption? Recreational sports injuries, weight change or other medical problems can all be important indicators that alcohol is a health risk. When your body talks to you, learn to listen.

The enjoyment of alcoholic beverages is part of normal adult activity for many people. A majority of American adults enjoy alcohol in moderate amounts, but remember:

Anything that causes a problem is a problem.

You may not be an alcohol abuser; just make sure that alcohol is not abusing you. ☘

Dr. Ditzler, Dr. Kellar and Mr. Wong are with the Triservice Alcoholism Recovery Facility at Tripler Army Medical Center in Hawaii.



Total Army Newsline...

News of interest to members of the Total Army ... Active, Reserve, Guard and DA Civilians

Compiled by Maj. Donna L. Walthall

Coin Bill Benefits Women's Memorial

The Women In Military Service For America Memorial Foundation, Inc., has announced the introduction of a bill in the U.S. Congress entitled the "Women in Military Service Memorial Commemorative Coin Act." Proceeds from the coin bill will help build the memorial. The House bill was introduced on April 5, 1993, and the Senate bill on June 24, 1993.

The bill would authorize the Secretary of the Treasury to mint 50,000 \$5 gold coins and 500,000 one dollar silver coins. The coins would be legal tender bearing a design symbolic of women's service in the United States Armed Forces. A surcharge of \$40 per coin for the \$5 coins and \$11 per coin for the \$1 coins will go to WIMSA for the purpose of creating and dedicating the Women In Military Service For America Memorial. If the issue is fully sold out, the surcharge will bring \$7.5 million to the foundation, to be applied against the estimated \$14 million needed to start construction.

The Women's Memorial, authorized by Congress in 1986, will pay tribute to the 1.8 million women who have served, beginning with the American Revolution, as well as those who will serve in the future. To be built at the gateway to Arlington National Cemetery, the memorial will require the construction funds to be set aside before building can begin. The design was approved by all necessary federal commissions in 1992.

For more information on supporting the "Women in Military Service

Memorial Commemorative Coin Act" and the memorial, please call (800) 4-SALUTE (472-5883) or write:

WIMSA
Dept. 560
Washington, D.C. 20042-0560
(WIMSA)

1,000 Joblines Available for Job-Seekers

Employer joblines are the fastest growing employment trend for the '90s, benefiting employers and job seekers alike. Employers use the joblines as a timely, low-cost means of recruitment advertising. Job seekers, in turn, find calling the 24-hour joblines to be a convenient, confidential and time-saving way to stay on top of the employment marketplace.

The 1993-94 edition of Job Hotlines USA, a unique telephone directory, features the names and jobline telephone numbers of over 1000 employers from all fifty states and the District of Columbia. An employer jobline is a prerecorded telephone message that describes available job openings and application instructions for any job-seeking caller.

The directory is widely sold as a reference source to corporate outplacement programs; colleges; Army and public libraries; military, federal civilian, and community-based career centers; and job-seeking individuals worldwide.

If you can't find a copy at your post, call (800) 942-2417, or write to the publisher for an order coupon:

Career Communications, Inc.
298 Main St.
P.O. Box 169,
Harleysville, PA 19348

Tips For Polyester/Wool Blend Shirts

The new Army (green) polyester/wool blend military shirt is made of a fabric that requires special care when laundered. The characteristics of the wool fibers woven in the polyester may cause slight puckering around pocket areas as well as in and around seams. Also, some find the fabric irritating until the shirt has been laundered a few times. By following these simple care instructions, the polyester/wool blend shirt should retain the original color, feel soft and appear wrinkle-free.

■ *Laundering Instructions:*

Machine wash separately in cool/warm water (90-100 degrees F). Do not exceed 120 degrees F, because it will cause discoloration of the polyester/wool fabric. Use a mild laundry detergent, wash on the gentle or delicate wash cycle and, for hand-washing, do not wring or twist. Shape and hang to dry.

■ *Do Not Use:*

- Starch
- Bleach (Includes liquid or dry bleaches or laundry detergents that contain bleach or brighteners).
- Fabric Softeners

■ *Drying:*

Tumble-Dry: Use low setting.



Remove immediately at end of drying; shape and hang.

Drip-Dry: Remove from washer before last spin cycle, shape & hang.

■ **Commercial Cleaning:**

This is not recommended. Some dry cleaners use a chlorine-based dry cleaning solution which will fade the polyester/wool fabric. Commercial laundering is also not recommended.

■ **Ironing:**

If a "touch-up" is required, use an iron on the coolest setting; do not use a hot iron or steam. It will strip the fabric of its original color.

■ **Important fact:**

Excessive heat and moisture from the washing, drying and ironing process will result in the removal of the original color from the polyester/wool fabric. (AAFES)

New Military ID Card Enters Testing Phase

The familiar armed forces identification cards issued to active-duty soldiers, members of the Reserve components, defense civilians, retirees and family members are becoming a thing of the past.

A three-month test phase of the "automated ID card" in all services began Oct. 1, according to personnel officials. The Army test site is Fort Belvoir, Va., with full production scheduled for January, 1994.

The new ID is printed on colored, plastic-coated card stock with a tamper-

proof laminate. It is noticeably smaller — the size of a credit card — and contains a black and white digitized photo mugshot of the cardholder printed on the card stock. No name board is used in the photo, and all information, emblems and boxes are laser printed.

The new card contains two bar codes on the reverse. A "code 39" bar code identifies cardholders linked to a central database, and can determine if the card is valid. The second, a "two-dimensional personal data file 417" bar code, contains all the information printed on the card.

For active-duty and Reserve personnel, the new ID card will continue to serve as a Geneva Convention card. It will be issued as old cards are replaced through attrition.

Installation commanders, hospital and dental commanders, exchange and commissary managers, provost marshal officers and all other facility managers will be made aware of the change, so their employees will recognize and accept the cards, officials said.

Officials estimate it will take several years to replace the more than 15 million ID cards in circulation.

(ARNEWS)

TROA Offers Educational Assistance

The Retired Officers Association (TROA) Educational Assistance Program will award interest free-loans for up to five years of undergraduate study for the 1994-1995 school year to unmarried undergraduate students, under the age of 24, who are dependent chil-

dren of active, reserve, and retired service personnel and their surviving spouses.

Since students can obtain up to \$10,000 of interest-free support for five years of undergraduate study and loan repayment is after graduation, the competition for these loans is very keen. For the 1993-94 school year, some 2,000 students competed for 287 openings.

TROA Educational Assistance applications for the 1994-95 school year will be available after November 1, 1993. Applications should be requested by February 15, 1994, and the completed application must be postmarked on or before March 1, 1994. For applications and more information, write to:

**TROA Educational Assistance
Program Administrator (09D)
201 N. Washington St.
Alexandria, VA 22314-2539**

(TROA)

Norwegian Sweater Not Authorized

The Army Clothing and Equipment Board has determined that the Norwegian Sweater is not authorized for wear with the BDU. To avoid confusion, you should check with your local military clothing sales store for information regarding authorized clothing.

(AAFES)

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CLASSIC WWII HUMOR RETURNS

WILLIE & JOE *Bill Mauldin*



"Uncle Willie!"

Bill Mauldin achieved international fame as the youngest person ever to win a Pulitzer Prize with his famous World War II editorial cartoons. Though Willie and Joe were soldiers, servicemembers of all branches could see themselves in their cartoons. Now 50 years after Mauldin brought Willie and Joe to the pages of the *Stars and Stripes* newspaper, they speak again to a new generation. (Copyright 1946 by Bill Mauldin, used with permission.)

WWII CHRONOLOGY, DECEMBER 1943

1 (Italy) 15th Army Group: Air operations are sharply increased in U.S. Fifth Army area in preparation for main assault against Winter Line.

10 (M) CCS directive calling for unified command — Mediterranean Theater of Operations (Allied) — in the Mediterranean becomes effective, although Mediterranean Allied Air Forces has not yet been activated.

13 (G) 710 bombers of U.S. Eighth Air Force with P-51 escort are sent against Kiel, establishing another record for bombers dispatched. Good results are reported, although bombing is by radar.

23 (S) Army bombers begin operations from Munda airfield, New Georgia.

24 (M/ETO) President Roosevelt and Prime Minister Churchill announce appointment of Gen. Eisenhower to post of Supreme Commander, Allied Expeditionary Force, to head OVERLORD. Gen. Wilson will become Supreme Allied Commander, Mediterranean Theater (SACMED). Churchill also announces appointment of Gen. Montgomery as commander of 21st Army Group, succeeding Gen. Sir Bernard Paget. Gen. Sir Oliver Leese is to succeed Gen. Montgomery.

29 (NA) AFHQ informs U.S. Seventh Army planners of general objectives of ANVIL, projected invasion of S. France.

Event Locations:

- (G) Germany
- (Italy) Italy
- (M) Mediterranean
- (M/ETO) Mediterranean Theater of Operations - European Theater of Operations
- (NA) North Africa
- (S) Solomon Islands

Source: United States Army in World War II, Special Studies, Chronology 1941-1945, Office of the Chief of Military History, Department of the Army, Washington, D.C., 1989.

Calendar of Events

December 1993

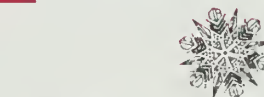
*Universal Human Rights Month
Game of Bingo's Birthday (1929) Month*



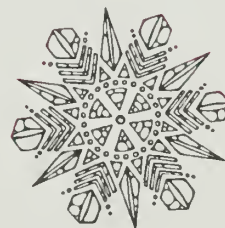
- 1 Computer Security Day
- 1 World AIDS Day
- 2 Pan American Health Day
- 2 Medal of Honor Authorized (1862)
- 4 Army-Navy Football Game
- 5 National Security Agency Established (1952)
- 7 Pearl Harbor Day Anniversary
- 8 USSR Ceased to Exist (1991)
- 10 Human Rights Day
- 10-16 Human Rights Week
- 15 Bill of Rights Day
- 21 Winter begins in Northern Hemisphere
- 24 Christmas Holiday Observed (Federal Holiday)
- 25 Christmas Day
- 26 Awful Tie Day
- 31 New Year's Day Observed (Federal Holiday)

January 1994

*Birth Defects Prevention Month
National Volunteer Blood Donor Month*



- 1 New Year's Day
- 1-7 Universal Letter-Writing Week
- 8 Elvis Presley's Birthday
- 10 National Clean-off-your-desk Day
- 16 National Nothing Day
- 17 Martin Luther King Day (Federal Holiday)
- 23-29 National Glaucoma Awareness Week



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FORT BELVOIR VA 22060-5246



Bill of Rights

The omission of many individual liberties from the draft constitution alarmed a number of prominent Americans. James Madison initiated the amending process on June 8, 1789, when he offered the first ten amendments, designed to protect individual liberties against encroachment by either state or federal governments.

R P E M L C O N S E N T D E A M E N D M E N T S L O R
M E B E A R A R M S O R E N E G O V E R N M E N T I P
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I T C L O M E A L D S E S S E N T I W O R K G T O N S
A S E C N A V E I R G R W J S E H C R A E S N M Q U E
L P S P A S T O N U N R E A S O N A B L E J I E T P S
A S O L D I E R S V E W A R R A N T S I A B T N M U T
M F R E E D O M O F S P E E C H L I B E R T Y T U V M
N O P R O E A R V K M Z O L K D C O U N S E L E G L O
L K S P O U T S A C C U S A T I O N V U W E K P O R T
T R I A L B Y J U R Y B G H M S T W O J E O P A R D Y

Words may be read straight across, backward, up, down or diagonally.

JAMES MADISON
LIBERTY
AMENDMENTS
PETITION
BEAR ARMS
SECURE
WARRANTS
JEOPARDY
ACCUSATION
COMMON LAW

RATIFICATION
DIGNITY
CONSTITUTION
GRIEVANCE
SOLDIER
UNREASONABLE
PROBABLE CAUSE
PROSECUTION
WITNESSES
BAIL

PROPOSALS
BILL OF RIGHTS
FREEDOM OF SPEECH
GOVERNMENT
QUARTERED
SEARCHES
CRIME
PUBLIC TRIAL
COUNSEL
PUNISHMENT

LEGISLATURES
RESOLUTION
ASSEMBLY
MILITIA
CONSENT
SEIZURES
INDICTMENT
IMPARTIAL
TRIAL BY JURY
ARTICLES

Compiled by Maj. Donna L. Walthall, INSCOM PAO